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FEB 20 1950

Sales Management

THE MAGAZINE OF MARKETING



**What Ever Became of
Mr. Robinson & Mr. Patman?**

See Page 37

**Hiring and Training Today:
A Full Report of the NSE Survey**

See Page 80



FEBRUARY 15, 1950



THIRTY-FIVE CENTS

First in

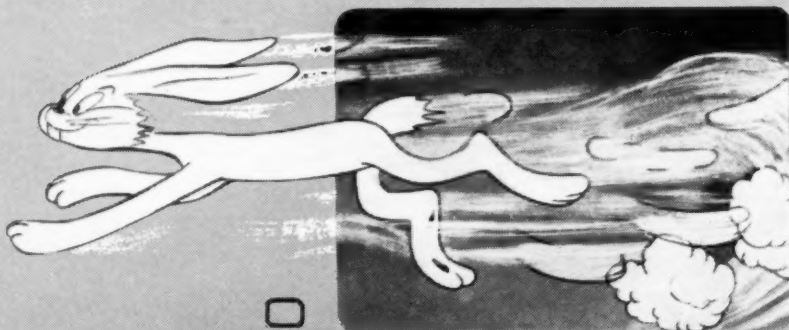
Televisuals



The Nestle's Instant Cocoa and Chocolate Bar television commercials, produced for Cecil & Presbrey, Inc. by The Jam Handy Organization, offered problems which are solved by the techniques of full animation and stop motion.

To get entertainment values in commercials — to make television do a selling job — progressive advertisers and agencies are invited to supplement their own staff efforts with specialized, professional help.

The
JAM HANDY
Organization
— for outstanding televisuals



PRESENTATIONS • TRAINING ASSISTANCE • SLIDE FILMS • TELEVISUALS • MOTION PICTURES
NEW YORK 19 WASHINGTON D. C. 6 PITTSBURGH 22 DETROIT 11 DAYTON 2 CHICAGO 1 LOS ANGELES 28

IT'S TOUGH—BUT WE'VE WON

PITY the poor New York Times trying to find wall space for all of those Pulitzer plaques they've won. We have managed to acquire two. Back in 1931, six of our reporters working as a team turned in a prize story on the American Legion parade.

In 1945, our Kenneth McCormick took an award for "the most disinterested and meritorious service rendered by an American newspaper."

We can't say that Pulitzer awards guarantee a newspaper's success. We aren't after Pulitzers especially. But we are concerned with the business of turning out a first rate editorial job *every day*.

People here seem to agree that we are doing a good job. Average net paid circulation for 6 months ending Oct. 1, 1949 was 436,408 weekdays, 466,920 Sundays. The weekday circulation increase over Oct. 1, 1948 was 13,611, greater than that of any other Detroit newspaper.

ONLY TWO PULITZER AWARDS



Story, Brooks & Finley, Inc., National Representatives

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHED



PLASTICOLOR COVER stars in any role

Use it in a Tiffany setting . . . or in the Parts Department . . . amazing Plasticolor* Cover paper takes on all jobs.

For sheer beauty, nothing can touch it. Six enchanting colors brighten booklets, brochures, displays, portfolios and such items. And its sparkling glamor attracts attention and admiration.

Plasticolor Cover stays bright . . . because it's a permanent, soil-proof lamination (not just a coating) of plastic film and fine Beckett cover paper. Dirt, grease and grime slide off its slick surface at the touch of a damp cloth. Weather and rough handling don't fade it.

For dressing up your sales message, for downright durability, or for both, look to Plasticolor Cover. Ask your printer, your Beckett paper supplier or write us for samples.

THE DOBECKMUN COMPANY
Cleveland 1, Ohio • Berkeley 2, Calif.

P. S. Ask about Doplex* Brilliant, too—its lightweight twin. Available in nine sparkling, soil-proof colors, for attractive and effective labels, box coverings, package wraps and similar items.

*REG. U. S. P. M.

DOBECKMUN
PLASTICOLOR-COVER
DOPLEX BRILLIANT

Sales Management

CONTENTS, FEBRUARY 15, 1950

ADVERTISING

National Advertising in Several Media
Passes the \$400-Million Mark in 1949

An exclusive analysis of how advertisers appraise the abilities of various advertising mediums to move their products 42

CONTESTS & PRIZES

A Primer for Contest Sponsors

A contest authority answers some basic questions about contest theme, prizes, promotion, and sales objectives.

An interview with Henrietta G. Davis, The Reuben H. Donnelley Corp. 100

CONVENTIONS

Current Sales Convention Trends

A new study on the time, place, length and type of sales convention preferred by industrial and consumer goods concerns 145

DEALER RELATIONS

Sports Shots Blowups Win
Display Space for Voit

Full-of-action photographs of sporting events have turned out to have unusually strong dealer appeal 120

GENERAL MANAGEMENT

This Entire Sales Force
Polices the Leaks in Profits

Salesmen help shape policy and share in the earnings of Lehmann Printing 125

MARKET DEVELOPMENT

"Electrification-Cuts-Costs" Program
Broadens Industrial Markets for G-E

The why and how of General Electric's long-range industrial sales campaigns 45

Pears' Is Back: With Lavendar
And Old Lace Promotion

An old-timer in the soap field seeks a comeback in the U. S. market 112

MARKETING

What Ever Became of Mr. Robinson
And Mr. Patman?

Scores of manufacturers are breaking the law on co-operative advertising deals. The Robinson-Patman act is still on the books but why is it apparently no more effective than the Volstead Act. By James C. Cumming, Vice-President, John A. Cairns & Co., Inc. 37

MARKETING METHODS

Robot Salesmen
For Fresh Fruits

Here's a report on Fruit-O-Matic's two-year experiment in vending refrigerated fresh fruit 50

SALES MANAGEMENT

MARKETS

Only 3% of Grocery Brands are "National"

A new Scripps-Howard survey shows that 8,006 brands are stocked in 75 classifications but only 223 have distribution in 13 markets studied 117

SALES AIDS

Your Annual Report: A Tool
For Every Salesman's Kit

Top management's yearly account of stewardship, if well designed, can serve as an effective aid for salesman.
By Weston Smith, vice-president, *Financial World* 56

SALES COMPENSATION

"Super-Bonus" Spurs Effort
To Sell Entire Line

Lyons-Magnus found a way to interest men in selling volume short-profit items as well as long-profit products 65

SALES MANAGEMENT

Salesmen Need a Lift?

Attitude Quiz Provides It 64

SALES TRAINING

A Picture of Hiring and Training

Today: a Re-Cap of the NSE Survey

What are the seven major findings regarding selection of salesmen? 80

SALESMANSHIP

Nine Ways to Thaw Out Buyers

Who Give You an Icy Stare

Stopette's sales chief reminisces about some of the reluctant prospects he encountered when he introduced a new deodorant product "nobody wanted."
An interview with William A. Wright, Sales Manager, Jules Montenier, Inc. 136

When Your Buyer's Mind is Frozen

And He's "Agin" Any Kind of Change

... tests and performances reports can sell him. That's the experience of California Barrel in meeting resistance to a new wire-bound container 130

TRADEMARKS

Your Trademark: Can Somebody Swipe It

For a Non-Competitive Product?

The answer: "No." Recent legal decisions indicate that the courts frown upon any firm that seeks a "free ride." 142

DEPARTMENTS AND SERVICES

Advertisers' Index	155	News Reel	15
Campaigns & Marketing ...	108	Packaging to Sell	66
Coming Your Way	104	Promotion	115
Comment	156	Readers' Service Bureau ...	110
Display Angles	96	Scratch Pad	20
The Human Side	8	Shop Talk	78
Marketing Pictographs	69	Significant Trends	35
Media & Agency News	146	They're in the News	40
New Books for Marketing		Tips	77
Men	154	Washington Bulletin Board ..	28

Hooper*
Says:

WSJS
STAYS
ON TOP!

- Morning
- Afternoon
- Evening

*Hooper Station Listening Index
Winston-Salem, N. C.
December, 1948

No. 1 MARKET
IN THE
SOUTH'S No. 1 STATE

- WINSTON-SALEM
- GREENSBORO
- HIGH POINT

WSJS
AM WINSTON-SALEM FM
THE JOURNAL-SENTINEL STATIONS

NBC
AFFILIATE
Represented by
HEADLEY-REED COMPANY



The assembly line keeps moving. Founded in 1881, the Tappan Stove Company was first to market a range for use with liquefied petroleum gas... originated the Tel-U-Set assembly, Divided Top, Visualite Oven and other modern features.

The **TAPPAN** Stove Company
MANSFIELD, OHIO

**Is your letterhead
as up-to-date as your product?**

Whatever your product, it is highly important for your letterhead to reflect the alert, progressive character of your firm. The design of the letterhead, the quality of the paper itself can definitely decrease or increase the impact of the message it carries. That is why so many leaders in their fields, such as the Tappan Stove Company of Mansfield, Ohio, choose Strathmore for effective letterhead papers.

It may be time to review your current letterhead. Is it really current? Does the design properly interpret your firm in terms of today? How about the paper? Does its surface and texture say to the eye, "This company is alert, a leader"? If not, ask the supplier of your letterheads to submit new designs on Strathmore expressive papers.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

STRATHMORE MAKERS
OF FINE
PAPERS

Strathmore Paper Company, West Springfield, Massachusetts



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February 15, 1950 Volume 64 No. 4



SALES MANAGEMENT

Check **SAFEWAY'S** sales strategy in San Francisco's "BEST CIRCLES"



This big Chronicle food advertiser has 65.7%
of its 181 Bay Area stores in the Trading Zone—only 34.3%
in the San Francisco City Zone

BEST WAY TO START A SAN FRANCISCO LIST...

Space buyers who know our 9-County Bay Area market...and The Chronicle's potent "Best Circle" coverage of city and trading zone... usually START their San Francisco newspaper lists by scheduling The Chronicle.

Market coverage of other types, if desired, can be added quite simply by referring to current circulation statements and rate cards.

SAFEWAY, second largest U.S. food chain, knows where food sales peak up in our Bay Area market. Their store coverage pattern is synchronized with the mass food-buying potential—two-thirds in our suburbs. It goes to show, we think, that you can't judge the sales ability of a food chain or a newspaper by strength of City Zone coverage alone. You need The Chronicle for top-district selling in San Francisco. And out in our Trading Zone, where sales grow bigger, you need The Chronicle even more!

San Francisco **Chronicle**

DELIVERS "BEST CIRCLE" COVERAGE
IN TRADING ZONE AND CITY TOO

SAWYER, FERGUSON, WALKER CO., National Representatives
... New York • Chicago • Detroit • Atlanta • San Francisco • Los Angeles

The Human Side

CUPID IN A TRI-MOTOR

Look who's helping young love along now! An air line! Western Air Lines isn't in the least embarrassed when it says that, in its case, "DC-4 means Dan Cupid—Four Hours." For recently Western went into the marriage business and any brash young things, living in the Los Angeles area, who simply can't wait to splice the knot, can climb aboard one of Western's Las Vegas-bound plane and in four hours have made a trip to Mexico, gotten the license, been hitched and found themselves ready for a California honeymoon!

It's all part of a "packaged wedding" which Western is touting, to up business. For a mere \$19.90, roundtrip per person, and 10 bucks thrown in to cover the marriage license and justice of peace fees, a couple can board the big Western DC-4 Coachmaster at Los Angeles International Airport at 6 P.M., fly to Las Vegas, get married at the airport and return to L.A. in a little over four hours. They don't have to be married at the airport, however. Since the turn-around is an hour and a quarter, there's plenty of time to take a cab to the county clerk's office in downtown Las Vegas, get the license, go to the Wedding Chapel across the street from the clerk's office, get married and return to the plane in time to catch the return flight. You'd be surprised, says an air line spokesman, how many eager beavers are "inquiring" about the service. They may live to regret it, but Western assumes any couples taking advantage of its service are in their right minds.

When a loving couple shows up at one of Western's offices and makes known their intentions, Western wires ahead and the plane is met at Las Vegas by a marryin' man—commonly called a justice of the peace. He is there, complete to the license. Western, which pish-tushes any reference to "hastiness" in speaking of the plan, says that it invented the service as an accommodation to business couples who want to get married but have to be at work next morning. For good measure, the air line includes in the fee a package of rice and "several old shoes." Tin cans, if specified, also can be had at no extra cost. And what's more—the stewardess and pilots will act as witnesses. Also for free.

Western inaugurated its new coach-excursion rate between Los Angeles and Las Vegas on January 12. The marriage deal was inaugurated to help publicize and, thereby stimulate sales on the coach-excursion. Couples may remain in Las Vegas, if they choose, for 15 days before their tickets expire.

The air line gets numerous inquiries about the wedding—package. But they admit, under only a modicum of pressure, that to date only one couple has actually taken advantage of the deal. And they weren't eloping, either.



20th CENTURY ROMANCE . . . Mr. and Mrs. Harold Graves were the first daring couple to take advantage of Western Air Line's "Packaged Wedding." Looks like a success, anyway. At least they're gaining some altitude.

The pilot who flew this couple has been regularly assigned to the route. His name is—so help us—Captain Sterling Love!

CONVENTIONS—AT HOME

There's a solution, at last, to one of those insoluble problems. This one had to do with New York City conventions and what happens to salesmen who couldn't make the trip from many other sections of the country. It's always been a stickler for companies that spend a flock of dollars to make a convention a success. Obviously, some salesmen won't make a convention because of such stumbling blocks as failure to meet a sales quota—often the price of admission to a convention—big deals cooking at home, illness or home problems. And no amount of transcriptions of the convention can approach the good that comes from personal participation.

Television has saved the day. Television and Du Mont Television Network. The pioneer in television research, the venerable—for TV—organization, has worked out a service which it calls the "Du Mont Closed Circuit Convention," designed to bring the convention to the salesmen left at home in St. Louis, or Knoxville or Seattle.

Commander Mortimer W. Loewi—long a bellwether in television circles—made the announcement: "Through special circuits set up for the purpose, business firms hereafter can make sure that their entire staff, scattered throughout the country, may enjoy all the features of their conventions even though the personnel cannot get to



In Philadelphia nearly everybody reads The Bulletin

Evening and Sunday

ADVERTISING OFFICES: Philadelphia, Filbert and Juniper Streets • New York, 285 Madison Avenue
 National Advertising Representatives: Sawyer-Ferguson-Walker Company • Chicago • Detroit • Atlanta • Los Angeles • San Francisco

FEBRUARY 15, 1950

New York to attend in person." Magic? Not quite.

Briefly, here's how the idea works: Executives who are to appear at the convention itself will assemble at WABD, the New York City outlet of the Du Mont Television Network. Top personalities will appear before all distributing groups to expound policy and plans, to demonstrate new products, to make their addresses, to "explain and answer." Under the plan, all the proceedings of the New York City convention sessions can be seen and heard by the boys left behind, at home.

Du Mont suggests that the plan be fully presented to *all* salesmen by any company planning to use the idea, and suggests that those salesmen left at home hold meetings of their own, coinciding with the telecast. In this way, questions by salesmen can be relayed immediately to WABD and answered by a panel on the telecast. This is possible because of a specially set up circuit. Privacy, says Du Mont, is assured, since a closed circuit is used for transmission of the programs.

Local meetings can be conducted in connection with the New York City convention and with each other, eliminating costs of travel, hotel and incidental expenses. There are 21 cities through which the service may be used, tying-in to WABD. Du Mont will make all arrangements for meetings of home-bound salesmen. They will see the convention closer than if they were sitting in a back row of a large meeting room.

"The Du Mont Closed Circuit Convention," says Chris J. Witting, assistant network director, "brings a complete merchandising presentation, direct from headquarters, to every level of distribution and does it dramatically, forcefully, quickly, simultaneously, and inexpensively."

Mr. Witting says that although the service has been only recently announced, several firms have already made plans to use it at their conventions this year.

Du Mont points out that its new service, while a boon and blessing to corporations wanting to "show" its conventions to people who can't get to them, is not *limited* to conventions. Among the other occasions for which Du Mont would like to see over the Closed Circuit are: sales and administrative meetings, stockholder and board of director meetings, new product presentations, policy and personnel announcements.

The thing needn't be elaborate, says Du Mont. It can be as simple as one sales manager talking to—and being seen by—his boys in any or all of the 21 cities. The Closed Circuit is absolutely private. No one can tune in the proceedings on any television set, no matter what the make, no matter how powerful. Consequently, sales managers—and others—who feel like raising a little hell with the boys, or boys who feel like raising a little of the same with sales managers, can cut loose, via the direct question method.

"Dependable . . . Economical"

says



"When transit time is important, we always ship AIRFREIGHT. Capital AIRFREIGHT is dependable, economical, and provides a strong medium for good customer relations," writes George A. Peters, Traffic Manager, Bendix Radio Division, Baltimore, Maryland.

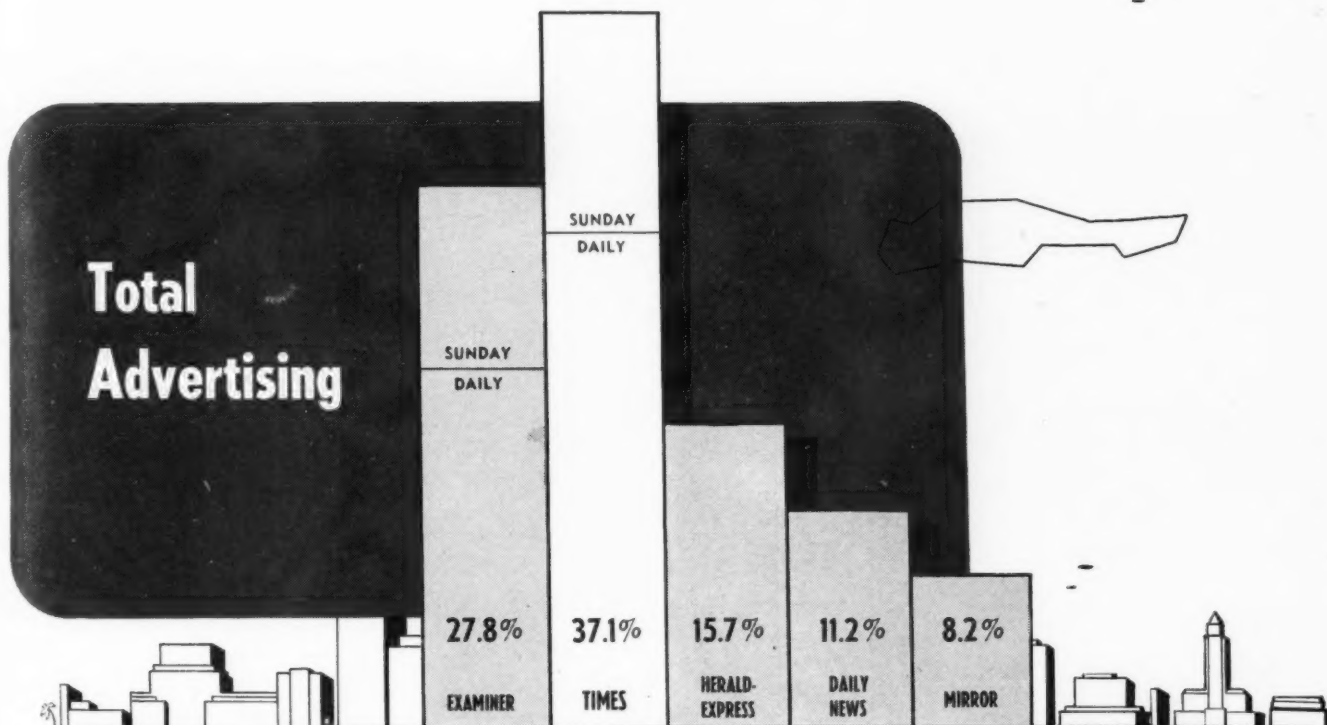
Makers of precision radio and communications products, including "Front Row"

Television and Broadcast equipment, Bendix serves **more customers faster** via Capital AIRFREIGHT.

Dependable Capital AIRFREIGHT Overnight Delivery means lower inventories, lower warehousing costs, closer stock control. Investigate, Today!



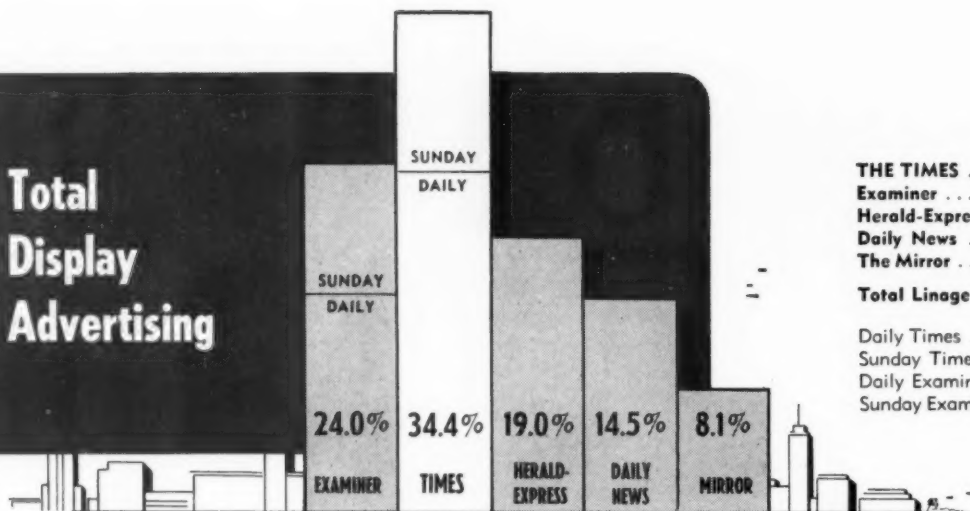
NEWSPAPER ADVERTISING LINAGE *Comparisons*



	LINAGE	PERCENT
THE TIMES	34,112,408	37.1
Examiner	25,580,662	27.8
Herald-Express	14,401,162	15.7
Daily News	10,260,758	11.2
The Mirror	7,589,784	8.2
Total Linage	91,944,774	100%
Daily Times	23,471,090	25.5
Sunday Times	10,641,318	11.6
Daily Examiner	16,894,545	18.4
Sunday Examiner	8,686,117	9.4

IN LOS ANGELES FOR THE YEAR 1949,
The Times led decisively in every major classification of advertising. Sellers of products and services poured more than 34 million lines into the Los Angeles Times providing this newspaper with a dominant 37.1% of the total advertising in this five newspaper field. Charts on the next two pages show further breakdowns in individual major classifications.

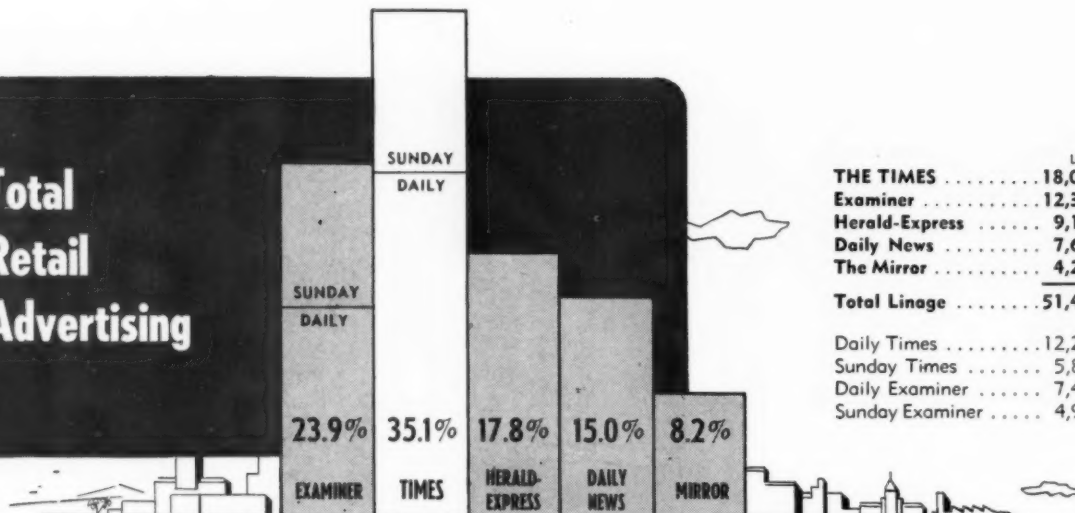
Total Display Advertising



	LINAGE	PERCENT
THE TIMES	23,819,596	34.4
Examiner	16,546,083	24.0
Herald-Express	13,123,149	19.0
Daily News	9,986,089	14.5
The Mirror	5,604,213	8.1
Total Linage	69,079,130	100%

Daily Times	16,199,453	23.4
Sunday Times	7,620,143	11.0
Daily Examiner	10,385,846	15.0
Sunday Examiner	6,160,237	9.0

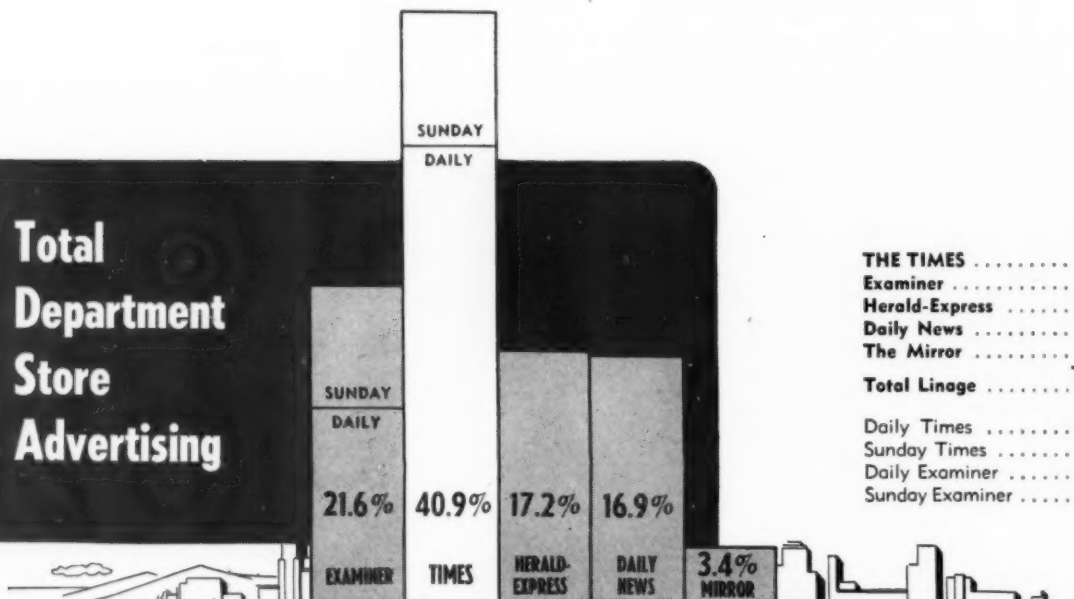
Total Retail Advertising



	LINAGE	PERCENT
THE TIMES	18,042,634	35.1
Examiner	12,319,499	23.9
Herald-Express	9,143,201	17.8
Daily News	7,693,781	15.0
The Mirror	4,261,381	8.2
Total Linage	51,460,496	100%

Daily Times	12,207,214	23.7
Sunday Times	5,835,420	11.4
Daily Examiner	7,413,430	14.4
Sunday Examiner	4,906,069	9.5

Total Department Store Advertising



	LINAGE	PERCENT
THE TIMES	7,988,072	40.9
Examiner	4,211,861	21.6
Herald-Express	3,366,159	17.2
Daily News	3,300,534	16.9
The Mirror	668,779	3.4
Total Linage	19,535,405	100%

Daily Times	6,126,078	31.4
Sunday Times	1,861,994	9.5
Daily Examiner	2,571,686	13.2
Sunday Examiner	1,640,175	8.4

NEWS REEL



ALDEN JAMES

Director of advertising and public relations, P. Lorillard Co., is elected a director of the company whose advertising activities are expanding.

LYMAN W. SLACK

Named vice-president in charge of distribution for Willys-Overland, has 20 years sales executive experience, is nationally known in automotive field.



DAVID J. STEWART, JR.

Appointed field sales manager in the United States for Yardley of London, Inc., he had been with the firm 21 years, was previously assistant sales manager.

ROBERT E. ABBOTT

Promoted to the position of vice-president in charge of sales for the McCray Refrigerator Co., succeeding R. J. Rehwinkel who is on a leave of absence.



HAL PROSKEY

Joining Boyle-Midway, Inc., New York City, he has been appointed director of merchandising in the company's newly formed Drug Products Division.

G. J. FARMER

Vice-president of Ralph C. Coxhead Corp., manufacturers of Vari-Type Composing machines, will now head the company's entire sales organization.



HOMER REPOGLE

Promoted to newly created position of vice-president in charge of trade relations, American Home Foods, Inc.; also elected to board of directors.

JAMES F. McCARTNEY

Appointed general sales manager of The Duff-Norton Manufacturing Co., he will be in charge of industrial, mining, railroad sales for the company.





**you can make
more money in the
DETROIT market!**

DMB

DMB . . . DETROIT MEANS BUSINESS . . . BIG business!

With 74% of the nation's passenger cars over 6 years old, the demand for Detroit's new cars is fully expected to keep production up to last year's record 6¼ million. This demand will be spurred by the strongest selling efforts and biggest advertising expenditures in the auto industry's history.

That means the tenth straight year of FULL employment for over a million workers in a market that did 3 billion dollars retail business last year! And this market is influenced sales-wise by ONE newspaper—THE DETROIT NEWS . . . with the largest weekday circulation in Detroit . . . carrying nearly as much advertising lineage as BOTH OTHER DETROIT PAPERS COMBINED!

442,977
Highest weekday circulation
of any Michigan Newspaper
550,957
Sunday Circulation
A.B.C. Figures for 6-months
period ending Sept. 30, 1949



Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV
Eastern Advertising Offices 110 E. 42nd St., New York 17—under management of A. H. KUCH
Chicago Representative JOHN E. LUTZ CO., Tribune Tower

1st

BY FAR IN THE SOUTH

See for yourself how FARM and RANCH - SOUTHERN AGRICULTURIST goes where the dollars are. Check its percentage of circulation with the percentage of farm income, state by state — and you'll see why it's the key farm magazine, keyed to Southern buying power.

THE NEW FARM *and* RANCH - SOUTHERN AGRICULTURIST GIVES YOU *Plus* VALUES IN

- **Stronger Editorial Coverage**
With a combined and augmented staff plus 36 exclusive contributing editors and special writers
- **Better Printing and Color**
New type faces, larger type size, improved art and production
- **Outstanding Savings in Production Costs**
Standard farm magazine size — one plate for both editions
- **Outstanding Savings in Space Costs**
Less cost per 1,000 readers than any other Southwide farm magazine



CIRCULATION GUARANTEE

Southwide
1,275,000

Eastern Edition
900,000

Western Edition
375,000

Rates and these guarantees were based on early projections of combined circulation after estimated duplication was deducted. See panel below map.

1ST FIGURE % OF 14-STATE INCOME		
2ND FIGURE % OF 14-STATE FARM AND RANCH - SOUTHERN AGRICULTURIST CIRCULATION		3RD FIGURE CIRCULATION FARM AND RANCH - SOUTHERN AGRICULTURIST
TOTAL NET PAID CIRCULATION JANUARY, 1950 ISSUE		
SOUTHWIDE	SOUTHEAST	SOUTHWEST
1,400,287	943,649	456,638

FARM and RANCH PUBLISHING CO.
NASHVILLE, TENN. • DALLAS, TEXAS

Offices in Nashville • Dallas • Atlanta • Chicago • New York • Los Angeles • San Francisco • Seattle

The **Elks** market for AUTOMOTIVE EQUIPMENT

Of the nearly one million Elks—more than 993,000—who read **THE ELKS MAGAZINE**, 83.3% own one to three pleasure cars, and of this huge number, 14.2% purchase a new car every year . . . while 30.7% buy one every two years.

Elks can afford to buy what they want and drive where they please, for their median annual combined family income is \$5,472.33—twice the national average. This is why Elks provide such a fertile market, not only for the sale of cars, but for all automotive products.

YOU'LL SELL IT...IF YOU TELL IT IN

THE Elks MAGAZINE
NEW YORK • CHICAGO • DETROIT • LOS ANGELES

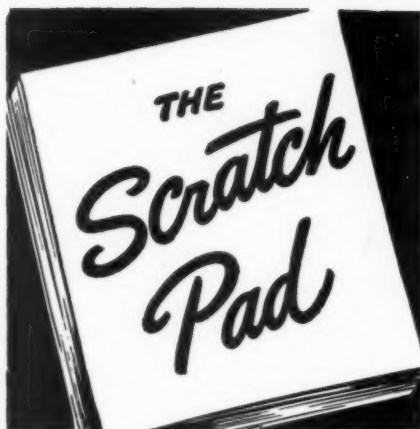
STEP UP SALES
with this *Unusual*
PACKAGE



Catch the feminine eye with this novel re-use package and watch your sales zoom. Durable, fashioned from vinyl or polyethylene, these colorful plastic draw-string bags are new, different. Perfect for packaging toilet soaps, bath salts, cosmetics, bathing suits, food products, etc. Available in variety of colors with contrasting draw string. Can be furnished in sizes to meet your needs.

Write or wire for samples and prices

The SILLCOCKS-MILLER Company
Pioneers in Plastic Fabrication since 1910
15 W. Parker Ave., Maplewood, New Jersey



BY T. HARRY THOMPSON

The column salutes a new columnist, John Love, who is doing "The Salesman's Calendar" for Canada's *Marketing*, with a daily snack. Example: "Too much talk makes the prospect balk."

Lorry Balza is amused by a caption-sequence on a *Liberty* cover: "U. S. Robot Bomb to Cover Europe" . . . "What About Your Ulcers?"

Sign along the Bethlehem Pike at Sellersville, Pa.: "Moose, Free Parking." Elk and reindeer, I presume, must use the parking-meters. And a sign over a tray of greeting cards in a local dime store reads: "Relatives, 5 cents."

LITERARY CRITIC: One who likes his books roasted in their own jackets.

DANSE DU VENTRE: Navel maneuver.

A new entry in the antihistamine sweeps is called "Antamine." It recalls the two London chappies who, after an evening of pub-crawling, latched onto a couple of girls near the Thames. When they came to a street lamp, one fellow said to the other: "I say, Old Boy, would you mind exchanging with me? What with the fog and the grog, I seem to have picked up an old aunt of mine!"

NIT—"What did the Little Pig say when the Wolf blew down his straw house?"

WIT—"That's the last straw."

Slogan for Weed Tire Chains: "The chains will do you good."

Radio inscription for Michelangelo's tomb: "Dead Mike."

Aside to Paul Weiner, of Burbank's Purofied Down Products:

Thanks for the nifty toiletries and cigarette-holder sent the Mrs. and me just before the Holidays. Here's hoping down sales will always be up.

Slogan for U-ALL-NO: "The Treat-Mint."

HEADLINE PARADE

Cashmiracle.—*Lebow Clothes*.

On the Best-Cellar List.—*Old Classic Whisky*.

When theres a nip in the air.—*Haig & Haig*.

The tops in bottoms.—*Farberware*.

Think of your knight before Christmas!—*Wilson Wear*.

Ask Dad; he mows!—*Reo Trim-lawn*.

Every once in awhile, says Don Southgate, and in the strangest places, a phrase turns up which makes him say to himself: "How I wish I had written that!" A case in point, he continues, is an extract from an opinion handed down by Judge Harris in the case of the United States v. American Can Co.

Speaking of certain trade methods of the defendant, the judge said: "They represent a studied, methodical, and effective method of retaining and acquiring by refined, gentlemanly, and suave means, plus an occasional 'commercial massage,' the dominant position which American has had and maintained for at least a generation on and over the canning industry." Don says he loves that "commercial massage" business.

Kasco Informant notes that the Baltimore chapter of Alcoholics Anonymous has taken new offices in the Bromo-Seltzer Building.

From the same source, we learn why most kids bag school: Class-hatred.

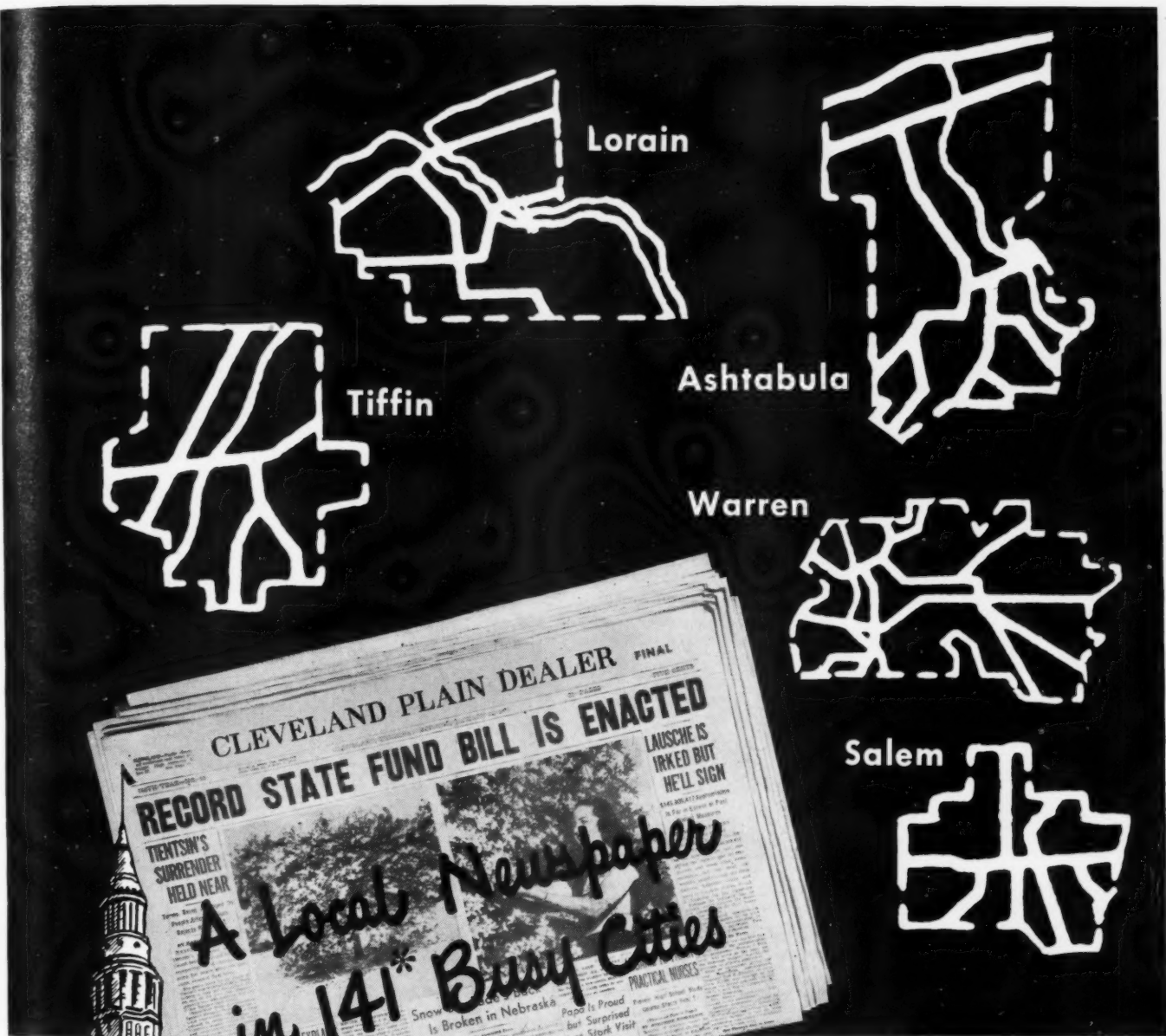
Speaking of punctuation, says Charlie Shaw, of Tekni-Craft, Beloit, try this on the old lady who lived in a shoe: "She had so many children; she didn't know what to do."

Burt Jekyll, of Montgomery Motors, North Hills, Pa., is intrigued by a bra headline he found in his wife's copy of *Harper's Bazaar*: "Social security . . . with no strings attached!"

And A. C. Ebbeson, ad mgr. of the William Jameson & Co. Division of Seagram Distillers, got a smile out of this doggerel:

The face of this man
Is a picture of woe.

SALES MANAGEMENT



Don't settle for less...

You can cover the entire Cleveland market in a variety of ways... but there's only one newspaper that blankets the buying power of Greater Cleveland plus the 26 adjacent counties, including 141* prosperous cities and towns. For the Cleveland Plain Dealer is the *only* newspaper reaching all of this rich buying market at *one* low cost. Your advertising in the Plain Dealer gives local newspaper support to your dealers in their own important communities. Don't settle for half the area; cover it all with the Cleveland Plain Dealer.

The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.

*Akron, Canton, Youngstown not included.

CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta



*"Great gobs of blubber, Nanook —
we must buy this...and this...and this..."*

Hibernating polar bears! Heed Daniel Starch:
*"Readership of individual catalogs in
Home Owners' Catalogs ranks among
the highest for this type of sales liter-
ature of any we have studied."*



Home-planners are hungry for specific buying information. *Your* consumer sales literature in Home Owners' Catalogs will give them your complete sales story as you want it told. Then, watch them buy . . . and buy . . . and buy!

Researcher Daniel Starch discovered that home-planners have the *last word* about the many things that go into their new homes. After literally devouring their Home Owners' Catalogs—they act!

See Dr. Starch's complete findings. His eye-opening report contains helpful and meaningful facts that can spell more 1950 sales for you! Write Dept. N.

Home Owners' CATALOGS

119 West 40th Street, New York 18, N. Y.

F. W. Dodge Corporation's
Consumer Catalog Distribution Service

He has battered the crowd
And trudged through the snow.

Exchanging the gift that
You sent him (a setter)
For a Siberian wolf-hound
He likes somewhat better.

Though choosing a gift
May oftimes prove risky,
The "spirit" of Christmas
Is fine, blended whisky.

And considerate men who
Prefer to make certain
Will be treating their friends
To Gallagher & Burton!

I also liked the headline on a little
Lord & Taylor ad, featuring beads
of glittering black: "Jet compulsion."

Paraphrasing Eastman Kodak, if it
hasn't a tower, it isn't a super market.

John Howard Payne, too, must
have lived out of suitcases, or he
wouldn't have poured his heart into
"Home, Sweet Home."

If I can believe the February furni-
ture ads, the old-fashioned "platform
rocker" is back. Anybody remember?
The rocker was attached to a base by
springs. Sometimes, the springs let go,
and you went head over tin-cups, as
Grandpa said, cleaning it up a bit.

Celluloid (Contagion-Proof)
Collars, Cuffs, and Bosoms:
A Most Important Discovery

Although Celluloid Collars have
been before the public for the past
three years, and their especial
qualities as to durability, economy,
and general excellence have been
thoroughly tested and indorsed by
the million, it is only recently that
it has been discovered that they
serve an important use in warding-
off contagious diseases, and effec-
tually curing all throat complaints
and eruptions of the skin.

This is not surprising to the in-
ventor, nor ought it to be to wearer,
when it is known that camphor
(one of the best remedial agents
known) enters largely into the com-
position of Celluloid.

—From an advertisement of
Sillicocks & Cooley, 4
Maiden Lane, New York, in
Harper's Weekly, June 4, 1881,
contributed by Jack Scheetz.

Well, anyway, we won't be hearing
from Rudolph, the Red-Nosed Rein-
deer, for maybe another year.

Morrison Steel Products, Buffalo,
makes *pressed-steel* products, and
picks an obvious but nonetheless pat
name for its sprightly house-organ:
The Morrison Press.

If you're looking for new markets to keep your sales volume up — *look to the sky!*

If you're interested in getting your share of a 5 billion dollar market — *look to the sky!*

If you'd like to latch on to the most exciting, fastest-growing industry in America today — *look to the sky!*

The aviation industry is not just big — it's tremendous! And it's growing every day.

Right now, it's spending at the rate of almost 10 million dollars a day. More than half of its material requirements will come from subcontractors and secondary suppliers — and that means people like you!

Look over the following items carefully (there are many others), and see if they don't suggest sales opportunities to you:

Electronics and photographic equipments, special purpose motors, miles on end of wiring and cable, magnesium, steel, copper, rubber, textiles, bearings, hardware, tools, actuating systems and devices, trucks, carts and fasteners...in fact, countless other products of almost every known industry.

For complete details, write for your copy of "Aviation Week — and the Market it Serves." Aviation Week, Dept. B, New York.

McGraw-Hill Publishing Co., Inc., 330 W. 42nd St., New York 18, N. Y. . . . Offices in Boston, Philadelphia, Pittsburgh, Cleveland, Detroit, Chicago, St. Louis, Dallas, Atlanta, San Francisco and Los Angeles.

Look to the Sky

for your market



MEMBER
OF THE
ABC AND ABP

PEP UP

YOUR SALES MEETINGS!

Why run the risk of putting your sales force to sleep . . . when you can so easily and economically instill in them renewed enthusiasm for your plans and products?

Your presentations can be dramatically and forcefully effective through the use of film.

Let the William J. Ganz Company breathe life into the material for your next sales meeting.

We are prepared to work 24 hours a day—and *guarantee* delivery, on time—even on extremely short notice!

**WILLIAM J. GANZ
COMPANY**

40 East 49th Street, N. Y., N. Y.
ELdorado 5-1444



•This is it! Something brand new that you should include in your "select" premium planning.

Actually, two toys combined in one swell package of fun.

You must see "Hoppity" in action to appreciate its full play value and appeal.



Write
Dept. C
for samples
and full
details.

EAGLE RUBBER CO., INC. Ashland, Ohio

WASHINGTON BULLETIN BOARD

CONGRESS

► Federal excises on tobacco, liquor and gas will remain. Except that state and municipal governments would like to substitute their own for the national gas imposts, there is no serious effort to remove them. At the other extreme, there almost certainly will be a cut in the freight tax. Between these extremes, it's more or less open, so far, which taxes will be reduced and how much.

Because the whole question is open, it has been hard for business interests battling the taxes to form alliances—as hard as it is for Congressmen. Industries whose cases arouse the most sympathy—luggage, for instance—can't be sure how far to line up with those whose cases are weaker. Yet, the hue and cry raised by all of the taxed industries was necessary to bring action, from which only a few are likely to benefit.

The tax bill will be drafted first by the House Ways and Means Committee. Material for its record should be addressed to its chairman, Representative Robert L. Doughton, House Office Building. Then the bill goes to the Senate Finance Committee. You should address its chairman, Senator Walter F. George, Senate Office Building, Washington D. C.

► The basing-point bill, within an inch of passing this fall, has run into obstacles. A conference committee of both Houses had agreed on a compromise bill. However, Justice Department objected that, as now written, Federal Trade Commission might have too hard a time proving its cases. It was a question of whether you had to prove positively that a discount injured competition. The Senate sponsors of the bill at that point agreed to revise it once more: Justice opposition suggested veto if they did not.

But since then, the opposition to the bill has been gathering force. Consequently, Congressmen are tempted to delay. They figure on two developments that may make it unnecessary to legislate: The Supreme Court may reverse FTC in the case against Standard Oil of Indiana, reviving the defence of "competition

in good faith" against a discrimination rap; FTC may compromise its case against steel, allowing freight absorption as long as buyers are allowed to pay FOB mill.

► Strong Republican opposition is developing to the bill raising postal rates, including mail order circulars and second class. The entire Republican minority on the House Post Office Committee reported adversely on the House bill. Nothing is heard, meanwhile, on Truman's proposal to step up the increase in rates.

FEDERAL TRADE COMMISSION

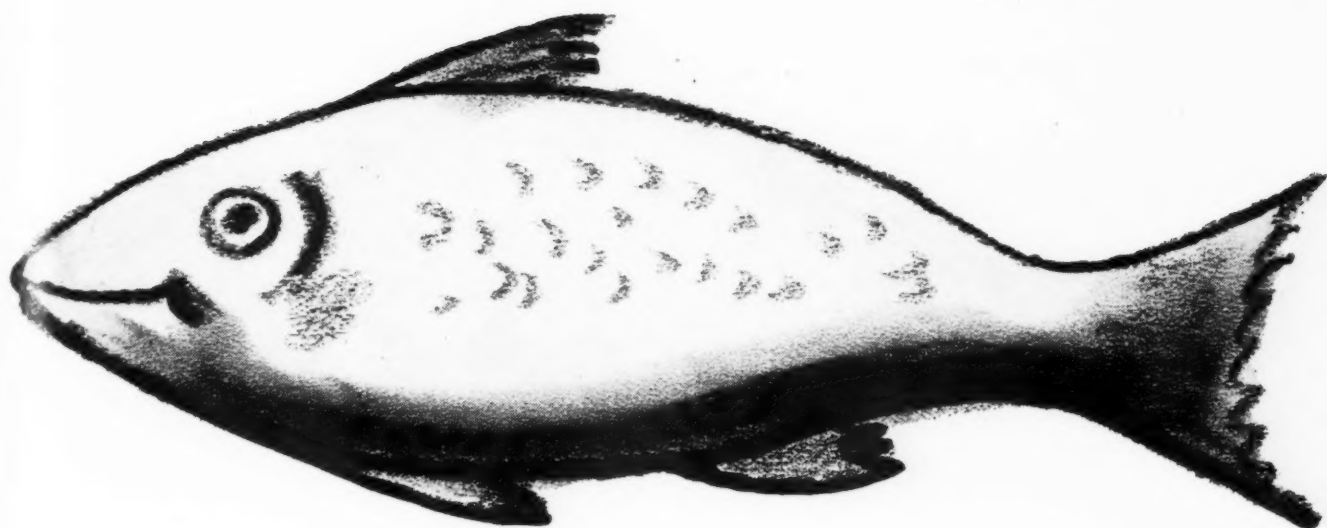
► A little while ago FTC chairman Lowell Mason made a speech, "Federal Trade Commission—With a New Look," which you can get by writing to the Commission. He told about numbers of changes. But there is still the question of whether the new look is skin deep. It's a question by virtue of experience at other agencies as new people took command: There were sweeping reorganizations that changed nothing.

One point of change seems to be real. Commission members are taking definite responsibility for different parts of FTC routine.

Mason says that the Commission will change the rules so that cases will be handled, as far as possible, by agreement. Much has been made of what Mason promised. However, if you go through Commission documents over the past three years you'll find the same promises.

Also, Mason says that in making its decisions, the Commission will try to emphasize the peculiarities of each case, rather than hand down boiler-plate decisions. Lawyers practicing before the new board are hopeful that this will prove the case—at least, at first. They note that every new court in time falls into habits, gives greatest weight to precedent.

► The decision to shift FTC enforcement during the 1951 fiscal year from false ad cases and sales codes to anti-monopoly enforcement did not come from FTC itself—but from the Budget Bureau. There is a strong chance that the Appropriations Com-



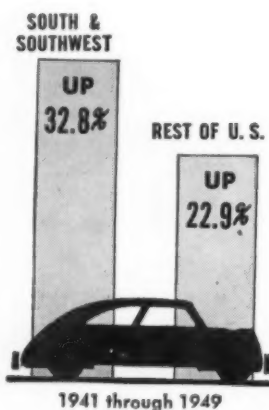
**Advertising, like fish, is
better when it's fresh !**

YOUNG & RUBICAM, INC.

ADVERTISING • New York Chicago Detroit San Francisco
Hollywood Montreal Toronto Mexico City London

Automotive registration gains of the South and Southwest continue to lead the nation

This market's earlier start on heavy Spring service business increases first-quarter volume in all automotive lines down South.

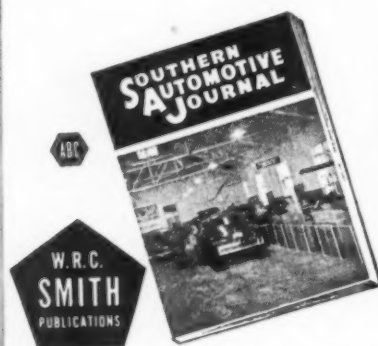


One look at the chart and it is evident why substantial sales increases are being recorded by manufacturers who continue their determined drive for this market's booming automotive business.

A knowledge of WHERE the South and Southwest's 13 million cars are located shows how advertising directed to the region can be made more productive. Almost 70% of the vehicles are owned in or

around the market's small towns and cities of 25,000 and under. Therefore, to tap the bulk of the tremendous Southern business, it is most vital that your advertising reach the worthwhile automotive outlets in the market's small towns as well as large.

THIS CAN BE DONE with one publication in the field — *Southern Automotive Journal* — 26,156 ABC net paid monthly. *SAJ* takes your story to 5,500 cities and towns throughout the 19 states—enables you to reach practically every jobber, distributor, the leading dealers, garages, fleets and large service stations in the South and Southwest. This is the readership you need for producing *real* business down South. Schedule immediate space. . . .



DON'T MISS THIS ONE: Coming up in March is *SAJ*'s big 2-in-1 issue. The 30th annual Spring Service number is combined with the 1950 Southwest Show Number. Extra copies will be distributed at the Show—over 29,000 copies total. Forms close February 19th.

**SOUTHERN
AUTOMOTIVE JOURNAL**

806 Peachtree St., N.E., Atlanta 5, Ga.

mittee in Congress will side in this with FTC. It was the anti-monopoly work of the Commission, after all, that inspired Congressional criticism—the basing-point bill, for instance.

► In the Appropriations hearing, it was brought out that FTC compilations of industrial concentration—that is, what percent of the business is commanded by the top few—sometimes are wide of the mark. Total investment of the top companies in various businesses are compared with the country-wide investment of companies *whose primary field* is some given industry. Armstrong Cork Co., in this way, was shown dominating 58% of linoleum. It claimed only 29%. If, as seems likely, big companies are more diversified than small, FTC's estimates of concentration would be too high.

► In an order against The Ruberoid Co., alleging discrimination, the Commission said that varying discounts can't be allowed just because they pass as trade discounts! "... the particular designations applied to the various purchasers are of little importance." There must be a cost justification, whether you're a wholesaler or a retailer.

► One suggestion of a "new look" is the opinion of Commissioner Mead dismissing a complaint of conspiracy against General Electric Co. and others selling traffic signal equipment to cities. Against the point that equipment was standardized, Mead notes that buyers asked the industry to standardize. It is also noted that buyers asked for quotations on a delivered price basis.

TRANSIT RADIO

► Although Capital Transit was given permission by the Public Utility Commission months ago to install radios in all of its cars, it has not done so. There has been too much rumpus. The Commission is considering whether to hold a new hearing.

The Transit Riders Association is preparing to go to court if it fails the second time before PUB. Meanwhile, it has written Justin Miller, president of National Association of Broadcasters, asking for his support. Miller often objected to Government controlled programs on the ground that people can shut off their radios. Miller promised to consult the NAB.

The local FM radio station continues to get advertisements from a lonely hearts club, various independent retailers. National accounts now hold off.

SALES MANAGEMENT

BBDO Newsletter

BATTEN, BARTON, DURSTINE & OSBORN, Inc.
Advertising

NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH
MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT



STANDS OUT

IT'S DIFFICULT to make a car poster that really stands out. A big picture of the automobile is always good, but conventional. And familiar human interest devices such as babies and animals are frequently irrelevant. This new De Soto poster series avoids both of these pitfalls. Alajalov's gay drawings have that feeling of sophistication and quality which is in keeping with a fine car.



FREEDOMS AWARD

THIS TIMKEN plant city series received a Freedoms Foundation award as "the best advertising campaign designed to promote the American Way of Life." Prepared for The Timken Roller Bearing Company by BBDO Cleveland, the advertisements are running in six-column-by-fifteen-inch newspaper space. Awards for taking first place included a gold medal and a monetary prize of two thousand dollars.



MAN'S MAN

MORE MEN read this Hart Schaffner & Marx color page when it appeared in The Saturday Evening Post than read any other ad in the issue. It was also the Post's best-read men's suit ad of the year. Helping make Hart Schaffner & Marx ads tops in the industry are Tom Hall's paintings. It's odd but true that while many artists can draw a feminine woman, there are few who can do a real man's man.

FEBRUARY 15, 1950



"LIGHT UP TIME"

"SHORTEST FIFTEEN minutes in radio" is the name one critic has given Lucky Strike's "Light Up Time" (Monday through Friday evenings, NBC). It offers an unusual combination of talent—a popular baritone, Frank Sinatra; and Dorothy Kirsten, operatic soprano. Photo above was taken at Richmond's First Annual Tobacco Bowl Festival, where Miss Kirsten was crowned Queen by Royal Escort Sinatra.

IN MASS PRODUCTION

the proper tools are essential.

IN MASS SELLING

proper tools are just as necessary.

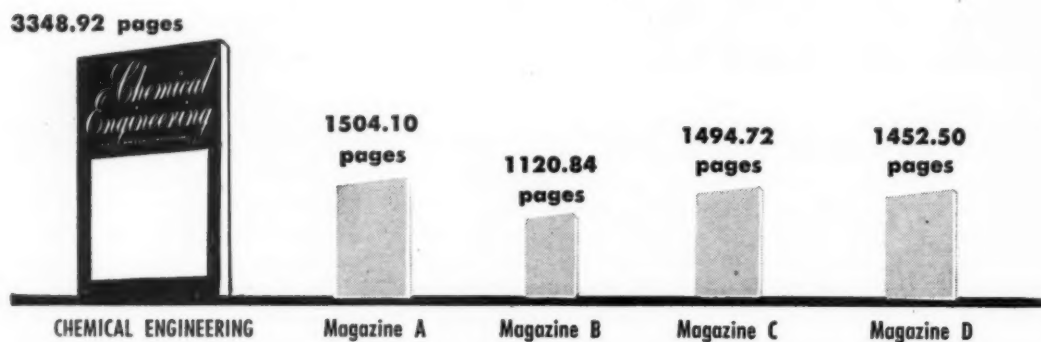
ADVERTISING is the most important tool for salesmanagers to open more doors for their salesmen. It contacts new prospects, arouses interest, establishes product identification, and builds prestige.

In the Chemical Process Industries the most effective advertising medium is **CHEMICAL ENGINEERING**.

THE LARGEST GROUP OF INDUSTRIAL ADVERTISERS has proven time and time again that whatever the advertising job it has to do, **CHEMICAL ENGINEERING** does it and does it effectively.

That's why, year after year, more pages of advertising appeared in **CHEMICAL ENGINEERING** than in any other monthly business magazine.

Last year was typical. Here is the record of advertising in the five leading magazines serving the chemical industry in 1949:



This preponderance of advertising in **CHEMICAL ENGINEERING** — over twice as much as its nearest competitor — is not the result of luck or chance. It represents the mature judgment of the greatest group of industrial advertisers — 582 of them.

In 1949, these industries made shipments valued at 35 BILLION DOLLARS.* It takes a "heap" of *Mass selling* to move this volume. Salesmen need all the help they can get, to do it.

MR. SALESMANAGER, are you going to get your share of the materials, equipment, services, and supplies required to manufacture this 35 billion dollars worth of finished products?

MR. SALESMANAGER, do you not want the advertising support for your salesmen that has been selected two to one over competition? If you do, talk it over with your advertising manager and your advertising agency.

It will also be worthwhile to get the complete story first hand from the **CHEMICAL ENGINEERING** representative in your territory.

*1947 Census of Manufactures



A McGraw-Hill Publication — 330 West 42nd Street, New York 18, N. Y.

Member — Audit Bureau of Circulations — Associated Business Publications



SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending February 15, 1950

THREE NEW HIGHS

While waiting in Chicago's Union Station for a Pennsylvania train to New York to be made up, I read the *Chicago Daily News*, issue of January 25. Before telling what I read, which is the only real point to the story, possibly I should tell those of our readers who remember my feud with Mr. Clement, former president of the Pennsy, how I happened to choose one of the trains. The answer is simple: Planes weren't landing in New York because of dense fog, and I saw no point in being dumped off in Washington. Since plane travel was out, there was an extra demand for railroad transportation, and the New York Central was booked solid and had a mile-long waiting list. So, the Pennsy got my business.

Now I want to be fair to that railroad, and I must say that the Pullman I was in was the very latest design—late 1949. I slept better than on any train in months and the food was back to pre-war standards. Who knows—but what I might become one of their boosters at long last!

Going back to my reading of the *News*—I found three business items which certainly seem significant!

(1) A new high record in weekly pay was chalked up in the last month of 1949, so the Bureau of Labor Statistics reports.

(2) The same fact-finding bureau reports that in the same month a peak of 43,700,000 persons in industrial and commercial employment was registered. This was an increase of a million over November.

(3) For the week ending January 21, electrical energy production rose to a new all-time record of 6,041,158,000 kilowatt hours, topping the 6 billion mark for the second week in a row, a figure never previously surpassed.

Certainly those three items are both cheerful and truly significant—highest average wages on record, highest employment, highest rate of production as measured by electrical consumption.

When people ask me, as many did in Chicago, what I expect business to be like in 1950, I tell them, "the general picture looks so good that if our individual business isn't good I shall find little to blame except our own ineptitudes."

But—and it's an important word—the *production* picture in the next few months looks far more sharply defined than does *distribution*.

"CURRENT PRODUCTION EXCEEDS . . ."

At the risk of being accused of seeing things under the bed, I want to emphasize again that many of my sales executive friends seem to be taking things too much for granted. They've been told so often in recent months that the first half of 1950 *can* be good that now they believe it *will* be good—sort of *automatically* good. Perhaps the memory of sweet days of shortages and allocations is still green.

I agree with A. W. Zelomek, who writes, "Much of the recent optimism about business prospects was generated by the sharp and rapid rebound in production. This helped employment and income . . . but it has questionable significance in relation to future developments . . . The production increase followed extensive liquidation during the first half of 1949 . . . It did not occur because there had been a corresponding increase in *consumption*."

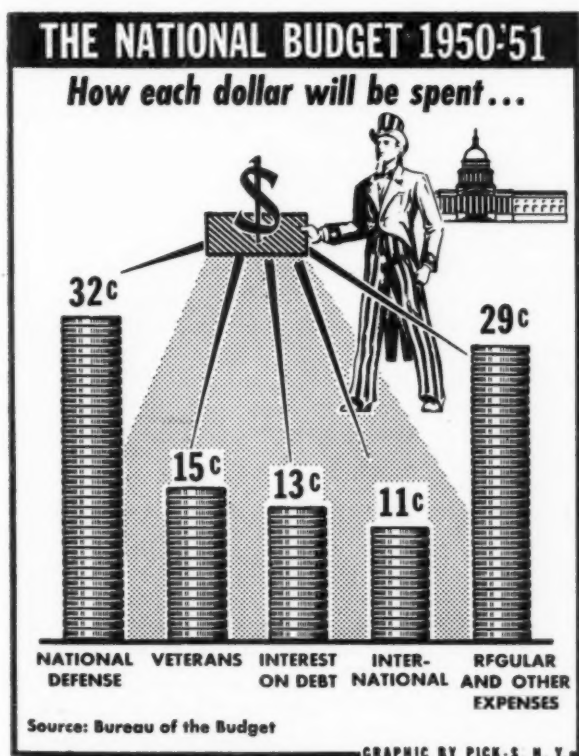
The facts seem to be, in line after line, that production now exceeds the retail sales level. The pipelines are rapidly being refilled. What happens after that will be a measure of the promotion and push we exert on consumers.

THE SECRET OF CLOSING SALES

Timid salesmen who give up too easily may learn a valuable lesson from a little poem relayed by Bennett Cerf in the *Saturday Review of Literature* and credited to a Wall Streeter named Douglas Laird:

He asked if she ever could love him.
She answered him, no, on the spot.
He asked if she ever could love him.
She assured him again she could not.

He asked if she ever could love him.
She laughed till his blushes he hid.
He asked if she ever could love him.
By God, she admitted, she did . . .



SELLING TIE-IN ADVERTISING

If you are advertising in newspapers and would like to get a substantial number of retailers to spend their own money by taking tie-in space, you might try a stunt which the Parker Pen Co. has proved a success. Last Fall they ran two large ads in a "Back To School" campaign in 276 newspapers. Instead of "demanding" or even asking that the local newspaper men go out and sell "tie-in" space, the company decided to do it through their own men—with this unique twist.

Parker's advertising agency, instead of sending the space orders and mats to the newspapers, sent them to the Parker field men. The Parker salesman then went to the newspaper office and said, in substance, "Here are orders and mats for two Parker ads, and there will be more coming along if this campaign is successful. Much will depend on our success in getting local outlets to tie-in with this campaign. It will be good for you—and good for us. Here is a list of our outlets. Will you send one or more of your men around with me who are familiar with these retailers to help explain the advantages of making themselves headquarters of Parker?"

Most of the newspapers did cooperate, and the 400,000 lines paid for by Parker were supplemented by an additional 850,000 lines paid for by dealers. So successful did Parker consider the campaign that the list of newspapers was expanded to nearly 400 for the Christmas drive.

REACTION TO ADVERTISING

A recent Gallup survey asked men and women the following question, applying it first to newspapers, then to radio, then to magazines: "Do you think the advertising adds to or takes away from your interest in newspapers?"

Here is the national vote for each medium:

	Newspapers	Radio	Magazines
Advertising adds to interest	73%	44%	64%
Takes away from interest	11	38	10
Makes no difference	11	12	12
No opinion	5	6	14

The newspaper and the magazine people will get great satisfaction from the study and, as a matter of fact, the Newspaper Advertising Executives Association, meeting in Chicago a fortnight ago, called it to the attention of members.

We doubt that the broadcasting industry will be greatly upset by Gallup findings. The radio folks will say, "Perhaps few people are downright annoyed by advertising in newspapers or magazines but they can skip the advertising if they choose to do so, while in radio they must listen to the commercials."

From a business point of view, the survey does not seem to be of breathtaking importance. Advertising, along with other forms of selling, will continue to play an important role as long as we have a private economy, and the astute advertiser can make any and all mediums of advertising profitable to himself.

Of course there are people who live in a dream world and who object to any form of selling. We've been getting a kick here in the SALES MANAGEMENT office recently over the reports being turned in by one of our men who has been doing some depth interviewing among advertising agency and national advertiser executives to get their opinions on our *Survey of Buying Power* and the uses to which they put this annual volume. A surprisingly large number of men who earn their livelihood from advertising have expressed the point of view that the *Survey* is good but it would be even better if we didn't carry any advertising. Isn't that a noble thought? Since we have a six-figure research, editorial and paper and printing budget for the annual market number, these men should be able to figure out how much the book would cost them if there were no advertising.

REMOVE THE WAR-TIME EXCISE TAXES

Are you letting the other fellow carry all of the burden in the fight against retention of the excise taxes which were supposed to be wiped off the books within six months after the ending of World War II?

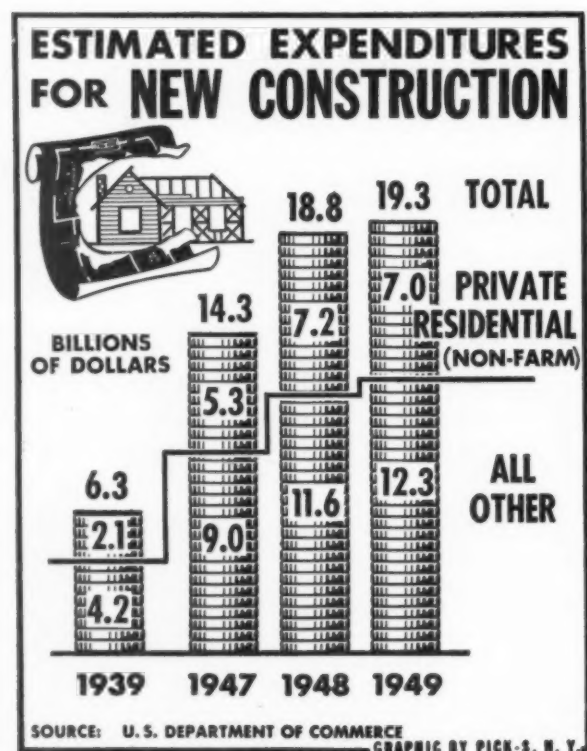
Or have you done your duty by writing or wiring your congressman and your senator?

The movement to remove these unfair taxes has gained momentum—but don't forget that our representatives in Washington are faced with a great deal of urgent "must" legislation, and there will be continued delay without taking action on excise taxes unless we build a fire under them and keep it blazing.

The Secretary of the Treasury has recommended some partial cuts, but omits many items. Congress is unlikely to act before late Spring unless a lot of pressure is exerted. See the notes in Washington Bulletin Board (page 28) on the current stage of the fight.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



What Ever Became of Mr. Robinson And Mr. Patman?

BY JAMES C. CUMMING

Vice-President, John A. Cairns & Co., Inc.

The law's still on the books, but apparently it isn't any more effective than the Volstead Act. Not only are scores of manufacturers breaking the law on co-operative advertising deals . . . actually, many are absorbing the total cost of advertising to buy the influence of key accounts.

Any sales manager who has been selling through department stores these past two years can have only one opinion about the Robinson-Patman Act. He can only conclude that Mr. Robinson (he is) and Mr. Patman are dead, regardless of whether or not they have been buried. Probably never, since the days of prohibition, has a law been so openly and flagrantly violated.

During the past year, particularly, big stores have really turned the heat on their suppliers to get advertising allowances. It's safe to say that in some departments, such as hosiery, New York City's leading Fifth Avenue stores *hardly ran a line of advertising which wasn't fully paid for by manufacturers.*

The approach must be a familiar one to you, so you probably can supply better examples than this one: The merchandise manager and buyer for an important department in one of Cleveland's biggest stores were chatting with the sales manager in a New York City manufacturer's showroom.

"Why don't you play this smart?" said the merchandise manager. "You want to sell more of your goods in our store. You want advertising in Cleveland. I'll tell you how to go about it. Just make a deal with us to pay all the cost of advertising your line. We'll sit down with you and work out a schedule of newspaper insertions. Since you will be paying the entire cost, there will be no reason for us to cancel, reduce or shift your advertising, and it will appear exactly as you schedule it. We'll prepare the advertisements for you—and we know how to appeal to Cleveland women.

We'll have to stock your line heavily enough to back up the advertising, and since the cost of newspaper space to us is about half the open rate, the advertising space you buy will be a bargain to you. Furthermore, we are a prestige store. Other stores like to promote what we promote. So be smart, pay us to promote your line and you'll soon see other stores in smaller cities promoting it, too."

It all sounds very logical. The manufacturer is selling on an exclusive basis, and every sales manager knows that there's no argument quite so strong as one advanced by a customer to whom he is trying to sell goods. So, perhaps, he enters into the deal.

Prestige Angle Important

Does he offer the same proposition to all stores, as the Robinson-Patman Act requires? Of course he doesn't. He can't afford to, in the first place. To do so would run his advertising budget through the ceiling. In the second place, that prestige angle is very important to him. Oshkosh may copy Cleveland or New York City but Cleveland or New York City won't copy Oshkosh. So why extend the allowance to Oshkosh? Besides, the deal with the Cleveland or New York City store is a confidential one, and nobody need ever hear about it.

You know as well as I do, retailers being the sheep they are, that this fact that leading stores influence following stores is a very important one. It's this that explains why New York City stores get far and away the largest proportion of manufacturers' ad-

vertising budgets which are spent in violation of the Robinson-Patman Act.

A few months ago I wrote the sales promotion manager of an important Baltimore store for his opinion of the importance of *The New York Times Magazine* in influencing retailers in other cities. His reply was illuminating:

"The best way to influence department store people across the country," he stated, "is to get one of the big New York City stores to advertise the product. Pay the entire cost of the advertisement, if necessary. Every Monday morning we and other retailers all over the country go through the main news sections of the New York Sunday papers to see what the New York City stores are advertising. When we see something that we think we ought to be promoting ourselves, we wire our buying offices to look into it immediately."

Are retailers so naive that they don't discount the fact that the lion's share of this type of advertising is subsidized? Apparently they are, for there's no denying the influence it has on opening new accounts and bringing in re-orders!

What has happened to the pre-war fifty-fifty advertising deals? They still exist, but in some departments fully-paid advertising is so common that last fall, retailers spent their entire advertising budgets on off-price promotions designed to bring in immediate traffic. This left them with no money of their own to make up their share of the fifty-fifty deals, and they simply neglected to advertise branded lines at regular prices unless the manufacturers paid the entire cost. The result was that manufacturers who budgeted substantial amounts for co-operative advertising found that the money was left, un-spent, in their budgets at the end of the year—and *the advertising which was planned was never published.*

Why isn't something done about the situation? You must know the answer to that one, or you would have done something yourself. No

manufacturer can afford to tattle on his own customers, and specific evidence is very hard to get, although we all know in a general way what's going on. From the retailer's standpoint, each store feels that it should be able to make as good a deal with its suppliers as anybody else can if the subject of advertising allowances is left open. So actions under the Robinson-Patman Act are few.

That something can be done about it, however, is shown by the fact that suppliers of rayon, nylon and silk goods are looking for clear-cut interpretations on this subject from the Federal Trade Commission, according to a recent report in *The New York Times*:

"One of the mandatory rules under the code prohibits advertising or promotional allowances unless such payment is available on proportionately equal terms to all other customers competing in the distribution of the products sold," the *Times* article stated. "This rule reflects to an extent the intent of the Robinson-Patman Act in preventing advertising allowances to become in effect a weapon of buyers to obtain discriminatory price advantages. It leaves unanswered, however, a great many questions of what is permissible in the relationship between buyer and seller.

"For one thing," said the *Times* writer, "sellers sought to determine

whether it was their responsibility to notify all customers that an advertising allowance had been given to any one. They also wanted to know whether it was not their privilege to set a minimum order under which no allowance would be given.

"Retailers are becoming more aware of their liability in seeking advertising allowances," the *Times* added. "Their legal departments have informed all merchandise managers that the store as well as the supplier is subject to triple damages if it can be proved that an unfair advertising allowance was obtained."

Efforts Redoubled

That last statement probably will sound as strange to you as it does to me. Certainly it has had no visible effect on buyers and merchandise managers, unless it has acted to redouble their efforts to put the squeeze on manufacturers for bigger and better advertising allowances.

Perhaps we should, however, simply admit that the Robinson-Patman Act as it stands today is as unenforceable as the Volstead Act. Let's forget the law for a minute and ask ourselves this question: Is co-operative or fully-paid advertising, as we have described it, good business practice?

We think the answer is a definite and unqualified no!

It's bad business practice for stores because it puts them in the position of having to use their advertising space for items which are not necessarily the best ones for them to advertise. Stores should be merchandising institutions, not mere real estate concessions. They should be run by merchants. The sharpest weapon a good merchant has with which to fight for business is his ability to appeal to potential customers with his best-selling items at the right time and at the right price. When he enters into advertising agreements with his suppliers the merchant deprives himself partially of that ability. He is forced to fight for business with one hand tied behind his back.

It's bad business practice for manufacturers because it shifts to their retailers an interest and a responsibility which should be entirely their own. Anybody who has had first-hand experience with the actual operation of co-operative advertising agreements knows that they don't work out according to plan. Frequently the stores prepare advertisements which are weak and ineffective. They omit important selling points. They misuse or omit the manufacturer's trademark or logotype. They sometimes charge the manufacturer a rate above the net rate, including all rebates, that they pay the newspapers.

You wouldn't O.K. the bills for advertising like this? Don't kid yourself, mister! Once you enter into a co-operative agreement you are at the mercy of your retailers. You can rave and rant and swear when you get the tear sheets with the bills attached, but you'll pay them. You'll decide, finally, that it's cheaper to pay than to lose the account. But you'll wish that you could get your advertising back in your own hands and under your own control.

What's more, you *will* get it back there *unless competition forces you to continue your co-operative deals*.

How, then, can this bad practice be cleared up once and for all so that you won't be *forced* to do something you don't want to do. There's no use saying, "There ought to be a law." There already is a law, and that certainly has not solved the problem.

Newspapers can help, although even they may not hold the entire solution to the problem. They have already tried such ill-advised regulations as that requiring the retailer to pay the open rate for his advertising if he mentioned a national brand in it. That type of regulation defeats its own purpose, and this specific one was soon dropped.

There are, however, two steps newspapers can take to eliminate one



"With this package you'd better just stay on radio; it's got no T.V. bounce, no T.V. zip, no oomph!"

How Often Are Families "in the Market?"

The Domestic Distribution Department of the United States Chamber of Commerce, Charles M. Isaac, manager, has analyzed information from a variety of sources on purchases of home furnishings, and comes up with these conclusions on major items:

	Families with Below Average Incomes		Families with Average Incomes		Families with Above Average Incomes	
	Av. Frequency of Purchases (Years)	Average Trans- action	Av. Frequency of Purchase (Years)	Average Trans- action	Av. Frequency of Purchase (Years)	Average Trans- action
Refrigerators & Freezers	14	\$195	12	\$250	8	\$340
Living Room Furniture	18	200	16	250	13	390
Bedroom Furniture	28	210	18	235	14	450
Radio & TV	6	45	2	26	2	64
Rugs & Carpets	14	49	10	90	3	90
Washing Machines	25	150	20	140	14	240
Curtains, Draperies, Slip Covers	8	12	4	24	3	69
Mattresses	11	33	7	38	10	80
Gas Ranges	30	120	35	158	xx	200
Dining Room Furniture	xx	120	35	158	xx	320
Pianos	xx	100	30	130	20	430
Beds & Springs	12	36	10	40	10	87
Linoleums & Hard Surfacing	10	30	6	23	10	65
Blankets	6	15	5	19	3	29
Electric Ranges	xx	xx	xx	240	13	280
Vacuum Cleaners	xx	50	19	63	10	82
Sewing Machines	xx	50	xx	120	7	150
Lamps	10	16	8	22	7	48
Porch & Garden Furniture	11	9	5	7	8	28
Irons & Ironing Machines	17	12	15	18	6	18

The averages include non-purchasers as well as purchasers. Items marked "xx" indicate a very long average purchase interval—over 35 years.

of the "selling points" retailers use when they sell manufacturers on co-operative advertising:

1. They can publish, for the inspection of manufacturers as well as retailers, the rates paid by specific retailers who advertise with them. These rates can be made part of the rate card and published in Standard Rate and Data Service. Their publication would eliminate loose talk and fraudulent or semi-fraudulent practices by retailers in dealing with manufacturers on this subject.

2. They can move to make the

local rate and the open rate the same, or nearly the same. There was a time when newspapers would have regarded this as an impossible or impractical proposal, but enough of them already have done it to prove that it can be done. It would remove the argument constantly used by retailers that "we can buy the space for you at lower rates."

There's an amusing sidelight on this argument. Retailers are constantly protesting the diversion of business from them to manufacturers who sell individuals at wholesale prices. But

they see nothing illogical, in talking about newspaper space to their resources, to say, in effect, "we can get it for you wholesale!"

Actually, however, the only final solution of the problem is for both retailers and manufacturers to wake up and realize that it's plain, downright good business for both to keep their own advertising standing firmly on its own feet. No matter what the horse race boys may tell you, it's a basic business truth that you don't get something for nothing.

For advertising, that goes double!



NOBODY GETS MAD . . . at J. Sanford Smith—manager of G-E's Apparatus Department—even when he tears their work to pieces. Which is all the more confounding when you know that he's a bare 33, younger than many of his subordinates. Smith is so affable—even when he's being constructively-destructive—so thoughtful in his decisions, so, well, so damn *bright*, that his fellows prefer to learn from him rather than rankle. G-E put the finger on him before he graduated from De Pauw (he was Phi Beta Kappa); he invested the \$360 he had saved, from odd jobs, in G-E stock before he went to work for them. He started low 11 years ago, but his logic, quick grasp of essentials, have earned him this big job which he's held a year. Today he controls the advertising expenditures of Apparatus, one of the largest of the company's divisions, handling the output of some 14 plants. Rumor has it he'll go even further up the G-E ladder. His little girl is a chip off the old block. She sells greeting cards, mittens and fishing flies, has been known to take in five bucks in a day: She's saving to buy a boat. In our picture Smith is the gent on the extreme right. (The story of one of his projects is on page 45, this issue.)

They're in the News

GUY GILLETTE

THE ILL WIND . . . which blew good for Mrs. Eleanor W. Howard was the Depression. It blew her into a career. Her own momentum carried her as far as her new job—vice-president in charge of all publicity, advertising and fashion co-ordination for Miron Mills, Inc. Both the beauteous Mrs. H. and Miron are firm believers in merchandising, which makes them go together like ham and eggs. She'll plan a complete package operation on merchandising at Miron—each advertisement will get the works; notifications to buyers and customers, store tie-ins. "Why spend good money on advertising," she asks, "if you don't back it to the hilt?" No college grad, Eleanor Howard started small—sold and modeled hats for a new firm. They let her help with promotion and advertising and soon Marshall Field beckoned. She was assistant to the fashion co-ordinator, toured the European market for them. Later came important posts with Lord and Taylor and Saks Fifth Avenue. By this time she had learned promotion through every medium and was v.-p. of the Fashion Group, Inc. No hobbies: "Too busy." But, she asks, "Where else could a gal get a job that practically forced her to cover play openings, the opera, the ballet and art exhibitions?"



SALES MANAGEMENT



BELL-CALL . . . whether it's a motorist who's run off the narrow, twisting roads near Elliott Bell's Dutchess County home, or a bankers' association having difficulty in selling savings banks on the idea of Federal Insurance, people yell for Bell. Known for his fair mind, practically unhampered by prejudice or bias, Bell—McGraw-Hill's new chairman of the Executive Committee—irons out wrinkles, consolidates divergent opinions. He did it daily while he was Superintendent of Banks of the State of New York, which he left to join McGraw-Hill. He did it when he was research consultant to Wendell Willkie; when he was economic advisor to Tom Dewey (1939-1940). The keen-eyed Mr. B. began his career as a financial writer for *New York Herald Tribune*, went on to *The New York Times* in the same capacity, and for almost two years was a member of its editorial board. With other *Times* correspondents he wrote "We Saw It Happen." A director of various banks and insurance companies, he finds time to be chairman of New York Heart Association and to serve on a hospital board. Keeps his trim build hauling hay on his farm. In his younger years, at Columbia, he was captain of the fencing team.

By Harry Woodward, Jr.

HONOR FOR THE MAN . . . who gets things running—even his balky tractor. Dr. Paul H. Nystrom, the stormy petrel who's professor of Marketing at Columbia and president of Limited Price Variety Stores Association, ban Svede by familial ties, but he was born in Maiden Rock, Wis. However, Sweden knows one of its own: the Swedish Government has awarded him The Order of The North Star, highest honor it can bestow on other than a Swedish national. Lennart Nylander (left), Swedish Consul General made the presentation "in recognition of his contributions to the science of marketing." The gentleman on the right is Oscar Marell, managing director of Swedish Chamber of Commerce of the U. S. The eminent doctor is author of 15 books with a 16th in the making. Since he figures that with every book he makes a couple of enemies, he refers to the one coming up as his "16th hotbed of enmity." The tractor? . . . The tractor is on its last legs. An interested bystander said Dr. Nystrom cursed it one afternoon, roundly and in unprofessorial language. He got it working.



National Advertising in Several Media Passes the \$400-Million Mark in 1949

Newspapers, premiums, sampling, spot radio, television, direct mail, and business papers expanded; magazines, farm papers, network radio and car cards were smaller; outdoor was unchanged; point of sale and movies, active.

Despite declines in several media in 1949, progress in others was great enough to start advertising in the second half of the Twentieth Century at a \$5-billion-a-year level. This is 2¼ cents for every dollar of national income or slightly less than 4 cents of the retail sales dollar.

Specifically, Dr. Hans Zeisel of McCann-Erickson, Inc., has estimated the total of advertising placed in the United States in 1949 at \$4.975 billion—an increase of 2% from his 1948 estimate of \$4.8 billion.

The volume placed by national advertisers, SM has found, more than kept pace with the over-all trend. Their expenditures in eight major media apparently rose from about \$1.498 billion in 1948 to \$1.532 billion in 1949.

These figures include national advertising in magazines, newspapers, network, and spot radio (time and talent), business and farm papers, outdoor and transportation (advertising car cards).

Because of lack of adequate data, they do not include such big established media as direct mail, premiums, specialties, sampling, point of sale, and commercial films, nor the thriving new medium of television.

But in each of at least six of all these media—magazines, newspapers, direct mail, premiums, sampling, and point of sale—it appears that national advertisers in 1949 spent more than \$400 million.

A wide variety of advertising specialties may have cost national advertisers \$100 million, and motion pictures and slide films probably reached \$75 million.

Figures for the eight media in the \$1.532 billion total for 1949 are net, after volume and continuity discounts, but before agency commissions. In the case of network radio, such discounts

average 30 to 35%, as against only 2 or 3% for magazines and for national advertising in newspapers.

To the net time expenditures on network radio, however, must be added advertisers' expenditures for talent, which are estimated to average 57% of net time costs.

Because of the great variety of talent factors in spot radio—ranging from recorded announcements to sponsorship of local newscasters and symphony orchestras—no reliable estimate as to talent costs in this medium has been made. But the talent-to-time ratio on spots is much lower than on networks. For this summary SM makes an arbitrary guess of 25%.

Production costs for publication advertising—which may average 10%—are not included.

"Newspaper Magazines" Active

Due primarily to strength in the automotive, food and alcoholic beverage classifications, national advertising in daily and Sunday newspapers rose from \$368.3 million in 1948 to \$425.7 million in 1949, Dr. Zeisel has estimated. These figures include such "newspaper magazines" as *The American Weekly*, *This Week Magazine* and *Parade*—expenditures in which last year totaled about \$40 million.

National advertising ("general" and automotive combined) in newspapers in 1949 was more than twice the \$197.4 million in this medium in 1945, and about three times its volume of \$143.5 million in 1939.

(Meanwhile, local advertising in newspapers doubled in the 10-year period—from \$598.3 million in 1939 to \$664.5 million in 1945, and to \$1,268.4 million in 1948. It declined to \$1,267.5 million in 1949.)

If "newspaper magazines" are

counted as sections of newspapers (but *The American Weekly* especially has promoted itself as a newspaper-distributed magazine) then national advertising in newspapers in 1949 was larger than magazine volume for the first time since 1940.

Publishers Information Bureau includes under "magazines" 11 national and sectional or specialized farm papers. With these, the "magazine" total rose from \$152 million in 1939 to \$167 million in 1940, and steadily upward to \$305 million in 1945 and \$463 million in 1948. In 1949, however, it declined about 4% to \$445 million.

The 11 farm papers are *American Poultry Journal*, *Capper's Farmer*, *Country Gentleman*, *Farm & Ranch*, *Farm Journal*, *Hoard's Dairyman*, *Poultry Tribune*, *Progressive Farmer*, *Southern Agriculturist*, *Southern Planter*, and *Successful Farming*.

They had a combined advertising volume of about \$9.5 million in 1939, \$10.6 million in 1940, \$19 million in 1945, \$32 million in 1948, and about \$30 million in 1949.

With these papers subtracted, magazine volume was about \$141 million in 1939, \$156 million in 1940, \$284 million in 1945, \$431 million in 1948, and \$415 million in 1949. This last figure was \$10.7 million less than that for national advertising in newspapers.

Six of the 11 farm papers listed above represented more than two-thirds of the volume of all 41 papers measured by Farm Publication Reports—which totaled about \$44.6 million in 1948 and \$44.3 million in 1949. *Country Gentleman* and *Farm Journal* together accounted for more than two-thirds of it. In the last decade farm paper volume has nearly trebled: from \$15.5 million in 1939 and \$16.9 million in 1940.

(*Life* continued to lead individual magazines in advertising revenue in 1949, with \$76 million, followed by *The Saturday Evening Post*, \$59 million. The *Post*, however, held first position in advertising lineage.)

Net time billings of the four nation-wide and of some 40 regional radio networks (nearly all the billings of which comes to them through the nation-wide networks) are estimated

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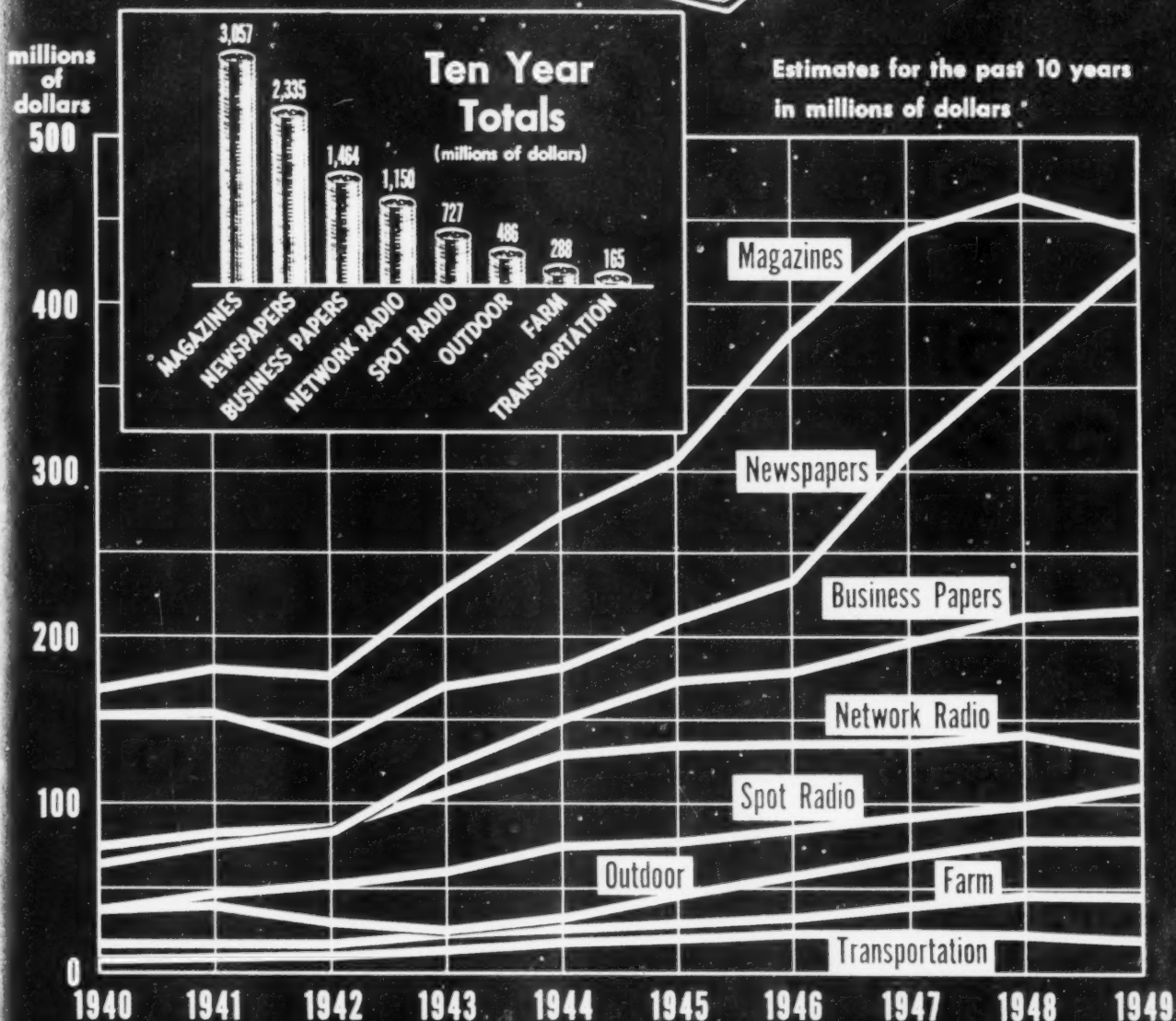
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Magazines include 11 national farm papers . . . newspaper is national only but includes supplements . . . network radio includes national and regional and covers net time charges only . . . national spot covers net time charges only . . . no production costs included for printed advertising.

For current estimates of expenditures for such other mediums as TV, direct mail, point of sale, premiums, sampling, specialties—see text of accompanying story.

Sources:

Magazines - Publishers Information Bureau

Newspapers - Dr. Hans Zeisel in *Printers' Ink*

Business papers - Arnold Venezian, McGraw Hill, in *Industrial Marketing*

Network Radio - Publishers Information Bureau

Spot-Radio - National Association of Radio Station Representatives

Outdoor - Outdoor Advertising, Inc.

Farm - 1940-1-5-6 *Printers' Ink*

1942-3-4-7 Publishers Information Bureau

1948-9 Farm Publication Reports

Transportation - National Association of Transportation Advertising

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Sale MANAGEMENT



2-15-50

to have declined from about \$140 million in 1948 to \$130 million in 1949. After a steady rise from \$3 million in 1927 through the depression to \$65 million in 1939 and \$74 million in 1940, network radio leveled off at \$134 million in 1945.

(Despite CBS raids on high-rated NBC performers, NBC in 1949 continued to hold a slight edge for first place in time sales.)

Including about \$70 million for talent, advertisers' expenditures in network radio currently total about \$200 million.

Spot radio time sales to national and regional advertisers (excluding local) at first expanded more slowly than network. The spot figure in 1939, reports National Association of Radio Station Representatives, was \$30.5 million, or less than half of the network figure. It expanded consistently, every year, however, from \$37.1 million in 1940 to \$76.7 million in 1945, \$104.8 million in 1948, and an estimated \$110 million in 1949.

At present rate of growth spot time volume would pass network in four years. But in advertisers' combined time and talent expenditures, spot is still smaller—about \$135 million, as compared with \$200 million.

Television Volume Heavy

PIB measured television network volume for the first time in 1949. Gross time expenditures for the four TV networks first nine months of the year were:

January	\$423,285
February	578,965
March	777,369
April	799,669
May	883,351
June	765,336
July	614,468
August	629,787
September	991,262
Total	\$6,461,492

Figures for the full year 1949 will not be available until sometime in February. But TV boomed last fall. The gross TV network volume may have totaled \$11 million for the year, and was probably three times as large as the total for 1948. Because of widely varied rate structures, estimates on net TV network billings are not available. Even more hazardous are estimates on talent costs and ratios.

Business paper advertising nearly quadrupled in the last decade. From \$58,045,172 in 1939, it moved to \$64 million in 1940 to \$172 million in 1945, and passed the \$200-million

mark for the first time in 1948. A. R. Venezian of McGraw-Hill Publishing Co. recently estimated in *Industrial Marketing* that business paper volume probably climbed from \$211.5 million in 1948 to \$215 million in 1949.

National advertising in outdoor doubled in the 10-year period. Between 1939 and 1945 the rise was relatively small—from \$36,400,000 to \$44,500,000 said Outdoor Advertising Inc. But after the war, when new plants could be erected, the volume rose steadily to about \$78 million in 1948. In 1949, it was virtually unchanged, at \$78.4. Resumption of motor car production was an important factor in the postwar trend, but foods, beverages and other classifications also were more active.

Upward Rise Shown

The steady upward rise in "national" transportation advertising (car cards, station posters, etc.), from \$8 million in 1939 to \$20 million in 1945, reached an all-time peak of \$23 million in 1947, reported National Association of Transportation Advertising. Since then it dropped off to \$21.5 million in 1948 and an estimated \$18.5 million in 1949. Major classifications are foods and groceries, beverages (hard and soft), and confections and chewing gum.

Direct Mail Advertising Association has made a preliminary estimate of a 6% increase in "direct advertising" (printed matter, both mailed and unmailed) in 1949 from 1948. But DMAA admits that total and trend figures on these media are not adequate, and it now has a committee at work, with Horace Nahm of Hooven Letters, Inc., as chairman, to develop a yardstick for them.

Reporter of Direct Mail Advertising estimated the volume of "direct advertising" in 1947 at \$1,020,130,000, of which \$861,130,000 was mailed and \$204 million unmailed. For 1948 this publication figured the total at \$1,136,972,438—with mailed accounting for \$909,577,951, and unmailed \$227,394,487.

The proportion of all mailed and unmailed direct advertising placed by national advertisers is anybody's guess.

Even more conjectural are data on point of purchase advertising. Just after the war estimates for store displays (window, interior, counter) were about \$300 million. Today, Point of Purchase Advertising Institute believes that the total expenditures—including preparation, transportation and installation of displays and rent of display space—is

somewhere between \$400 and \$500 million.

Whatever the total, the predominant part of point of purchase is paid by national advertisers—some of whom, such as the hard and soft beverage people, devote 25% of their entire advertising budgets to store displays.

Like DMAA, POPAI is now seeking to find accurate measurements of the growth and scope of its medium.

In national advertisers' expenditures, premium advertising today may be the largest of all media. *Premium Practice & Business Promotion* estimates the value at wholesale prices of all merchandise bought by advertisers for premiums in 1949 at \$1 billion. This figure also has been used by Premium Advertising Association of America and by *Life*—which also estimated, in a story on "The Box Top Business," that the use of premiums influences the sale of \$5 billion of merchandise.

Just prior to the war premium volume is reported to have climbed to \$500 million. During the war, because of merchandise shortages and less need to sell, it declined to \$250 million or less. The postwar comeback really got underway in 1947, when the wholesale value of premiums reached about \$750 million.

Estimates as to the volume of sampling are even harder to arrive at. Leading users of this medium—among them the large soap and food companies—won't reveal their volume. Neither will the large distributors. In the last year or two the trend has been away from distribution of actual samples to distribution of coupons entitling holders to samples. Reuben H. Donnelley Corp. is reported to have distributed 300 million and Advertising Distributors of America 90 million coupons in 1949.

(Actual samples distributed to homes last year were largely the new soapless detergents.)

Coupon Distribution Grows

Since the war the volume of sample and coupon distribution has grown by leaps and bounds. Probably, advertisers' expenditures in this medium have reached \$500 million. This figure includes only the cost of the samples themselves (which ranges from 25 to 50% of retail value) and of printing, physical distribution and coupon redemption. It does not include space or time promotion for them.

Other media, from skywriting to storecasting, collectively will add millions to the efforts of advertisers to keep the Nation's \$200 billion economy moving full speed ahead.

Under a major promotional plan called "More Power to America" the Apparatus Department of General Electric Co. is conducting long-range campaigns to reveal to specific industries opportunities for reducing production wastes.



"Electrification-Cuts-Costs" Program Broadens Industrial Markets for G-E

*As told to Etna M. Kelley by J. S. SMITH,
Manager, Advertising & Sales Promotion Divisions,
Apparatus Department, General Electric Co.*

Recently the General Electric Co. announced the 13th program to appear under the heading of its More Power to America series of electrification subjects. Throughout the New England, Atlantic, and Southern states, textile mill operators are being shown an extraordinary color film, "Textiles Unlimited" and a modernization manual, "How Textile Mills Are Modernizing."

This program, similar to others of the More Power to America series, was spearheaded not only by General Electric sales engineers, but by electric

utilities and textile machinery manufacturers. Latest of a long list of electrification subjects, the Textile Mill Program is designed to help American industry to take fuller advantage of modern electrified machinery and the application of electric power to provide American consumers with more and less costly goods.

Though planned and put into effect by General Electric's Apparatus Department, the program is a co-operative one, benefiting electrical utilities, machinery and equipment manufacturers, electrical manufac-

turers, consulting engineers and contractors—in proportion to the degree of their participation. It also benefits customers—various industries affected, in increased efficiency and lowered cost of operations.

We are accustomed to thinking of American industry as highly mechanized. And so it is, in comparison to industrial operations in other lands, and to conditions prevailing in the past. In 1929 industry was using 2.9 kilowatt-hours per man-hour, but the national average is now up to better than five. There are wide variations, from less than 2 kw per man-hour of the printing, apparel, and machinery industries up to the 20 kw per man-hour of the chemical, paper, and petroleum industries. General Electric and other well-informed authorities believe that we are still in the early

VISUALS ARE KEY SALES AIDS: (Above) General Electric builds its product and industry promotions around a variety of visual aids. This is Joe Magee, star of film, "Arc Welding at Work."

PROMOTION BY PRODUCTS: (Left) These manuals on five phases of electric heating are part of the More Power to America industrial electric heating program. Other General Electric literature concentrates on industries rather than products.



stages of the Electrification-of-Industry era, and that American industry is still less than 50% modernized in terms of using electricity for every operation it can do most efficiently and economically.

The More Power to America (generally shortened to MPA) program was planned by G-E officials before the war ended, primarily as a means of helping to hold industrial production to the high level reached in wartime. Conversion to peacetime production and the need for cost-cutting ideas in industry prompted General Electric to carry out its promotional plan pretty much as it was originally conceived, taking up, in turn, the electrification of one industry after another. The project is divided into two main sections: One is called the "Product Series," and is devoted to the extension of the use of electrical equipment, such as arc welding, electric heating units, infra-red lamps, resistance welding equipment, etc. The other, called the "Industry Series," is concentrated on specific industries: oil drilling, materials handling, farming, laundry, textiles, etc.

Program Blueprint

Though the procedure has varied, the launching of a program affecting a given industry usually follows this pattern: After intensive study and research, the Apparatus Department prepares a set of educational tools; a slide film or motion picture (with sound), a comprehensive manual, simpler application manuals, and other literature. An initial showing of the film, accompanied by talks by G-E officials, is provided for engineers, utility executives and others who might logically be expected to benefit by passing along the assembled information to others. Utilities and others may buy at cost the kits of film and accompanying literature.

The extent and manner of participation of those affected varies widely. Sometimes interested groups buy several sets of kits, and G-E's Apparatus Department has a good way of judging the response to a program through users' orders for additional booklets or extra prints of the film.

Perhaps it is because the Nation was ripe for an awakening to the evils of water pollution that a good bit of favorable response can be traced to the Sewage Treatment Program. Within 12 months after it had been launched, 202 prints of the film, "Clean Waters," had been bought from G-E and an estimated 450,000 persons had seen it at one or another of the 22,220 individual showings. Even these are conservative fig-

ures, since they represent only presentations on which records have been kept. Women's clubs and other interested groups regularly included showings as part of their programs.

The film was credited with considerable influence in the authorization of plans for more than \$90,000,000 in sewage treatment plant construction in Ohio alone. In Spokane, voters three times had rejected sewage disposal plans, but voted overwhelmingly in favor of such a project (to cost \$3,700,000) after an educational campaign in which they were shown the dangers of pollution. Radio, newspaper advertising, publicity, and direct mail, had all been used, but it was apparent that the many local showings of G-E's film "Clean Waters," released through the Washington Water Power Co., had been an important tool in shaping public opinion.

In Joplin, Mo., the Junior Chamber of Commerce used the film, obtained through the cooperation of the Empire District Electric Co. and G-E offices in their region, for showings to a total audience of 3,677 persons—sometimes with as many as four showings in one day—in an intensive nine-day drive, after which voters passed, by a 5 to 1 margin, a \$1,200,000 bond issue for sewage disposal. Though released more than three years ago, the film and supplementary material are still in demand. Last year when the General Federation of Women's Clubs and the Interstate Commission on the Delaware River Basin held a regional conference in Philadelphia, the film was shown.

Lack of space prevents giving detailed accounts of the way G-E's MPA programs affected the various industries covered, but this outline gives at least an idea of results attained by one of the original releases, the Laundry Electrification program, initiated in 1945.

The materials, furnished in kit form, were: a 75-page manual, "Electrification of Laundries," with flow charts, data on motor performance, information on types of equipment and the electrical requirements of laundries . . . "On One Condition," a 35-mm. slide-film, with sound, covering many phases of laundering; applications of washers, tumblers, lighting, thermometers, extractors, preheaters, automatic control units, presses and ironers, etc. . . . Booklets, "Electricity in the Modern Laundry," and file-folders, given to laundry operators after meetings.

Utilities in various sections of the country arranged showings of the film and meetings in their territories.

Here is the story of the way the Carolina Power & Light Co., Raleigh, N. C., participated:

After having seen the film and heard about the program, as guests of General Electric in Raleigh at a showing arranged for Industrial Power Engineers, the utility's executives felt that this was an "excellent tool for mass selling at a time when manpower was limited and our customer contacts had not been properly carried on because of wartime activities."

The company accordingly scheduled a series of five dinner meetings late in 1945, one in each of its divisions. In each instance laundry people in the area, representatives of laundry machine firms, and electrical dealers were present. G-E's representative, G. A. Wieber, attended the meetings, to tell about the MPA program and answer specific questions. John W. Sallis of the American Institute of Laundering was also present, and there were representatives from laundry machine firms. In addition to talks and the showing of the film, there were question-and-answer sessions. According to W. Paul Lyman, industrial sales manager of Carolina Power & Light Co., the program was a "worth-while shot in the arm for our customer relations."

"The meeting established a closer friendship on which it is impossible to place a value," reports Mr. Lyman. "During the months that followed, modernization took place and resulted in the substitution of our service."

Orders Keep Coming

J. V. Banta, chief sales engineer of the Laundry Division of Patterson-Kelley Co., East Stroudsburg, Pa., who also attended the series of meetings, tells an equally happy story, reporting that orders for his company's products (water heaters and heat reclaimers) are still coming through as a result of his participation.

Mr. Banta's main purpose in attending the meetings was to educate laundry operators in the advantages of using heat reclaiming equipment. (These are units which permit utilization of the heat in waste water for pre-heating incoming cold water, reducing fuel costs by about one-third.)

"I took an order for a closed heat reclaimer at the first meeting I attended," reports Mr. Banta. "In all, I did about \$10,000 worth of business. Our local representatives in the territory continued to benefit for quite a while afterwards. We still get orders traceable, directly or indirectly,

A STORY WITH AN O. HENRY ENDING

The Telephone Operator who Saved a Life

**JUST AS HER OWN LIFE HAD BEEN
SAVED TWENTY YEARS BEFORE BY
ANOTHER OPERATOR**

*(From a recent broadcast of the radio
program, "The Telephone Hour.")*

TWENTY years ago in the busy town of Vineland, New Jersey, Nicholas and Tessie Pennino and their two-year-old daughter, Marjorie, were nearly asphyxiated by coal gas fumes from a stove in their home. Mother and daughter were both unconscious when Mr. Pennino managed to crawl to the telephone and ask faintly for help before he, too, was overcome by the deadly fumes.

A fast-thinking telephone operator for the New Jersey Bell Telephone Company received his call, realized something was wrong, and notified a doctor. Because of that operator's alertness, baby Marjorie and her parents recovered.

But that's not the end. There's a sequel—a sequel that was played nearly twenty years later. It took place in the same kind of setting—a home filled with poisonous gas—a weak voice calling into a telephone for help, and a telephone operator on the other end who knew just what to do. The cast was different except for the principal player. For this time the operator who traced the desperate call, found the

exact location of the house, and notified the police in a matter of minutes, was none other than Marjorie Pennino.

Yes, Marjorie Pennino had grown up and joined the Telephone Company shortly after her graduation from Vineland High School. And so twenty years later, by the same kind of quick thinking that had helped to save her own life, Marjorie helped to save the life of another.

A story with an O. Henry twist, yes! But a true one! And one we think is a pretty good illustration of how telephone people like to give "that extra touch of helpfulness."

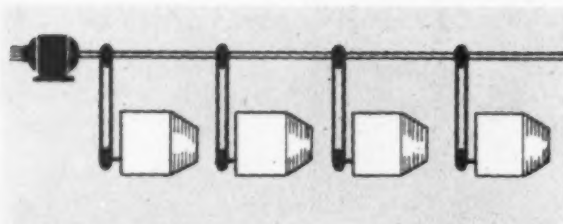


Miss Marjorie Pennino and Tom Shirley, radio announcer. Miss Pennino received an ovation from the studio audience when she was introduced after the radio broadcast.

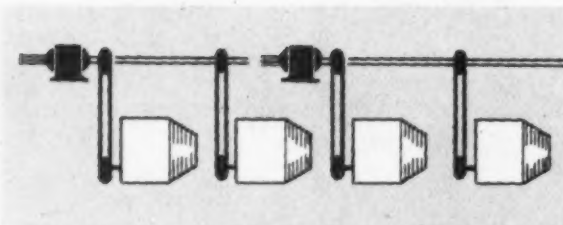
"THE TELEPHONE HOUR" WITH THE BELL TELEPHONE ORCHESTRA AND FAMOUS GUEST SOLOISTS, IS BROADCAST EVERY MONDAY NIGHT OVER THE NBC NETWORK. **BELL TELEPHONE SYSTEM**



THE OLD WAY

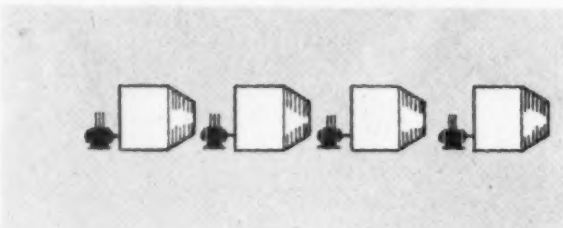


Line shaft drive

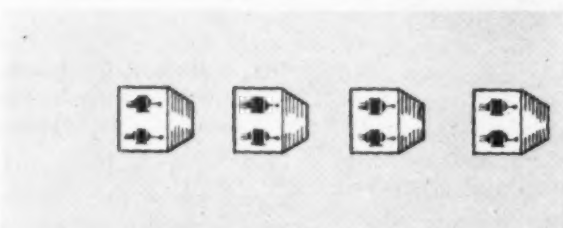


Group drive

MODERNIZATION BEGINS HERE



Individual drive on each machine



Individual drive on machine element

to that series of meetings. Got one the other day."

Potomac Electric Power Co., Washington, D. C., used the film, "On One Condition," in a different way, showing it to employees of laundries in its territory as a tool for on-the-job training. That management in the area was also influenced is evidenced by the fact that a considerable number became consumers of more load purchased from Potomac. Seven laundries transferred their loads to Potomac, furnishing the utility with additional annual revenue totaling \$17,600. Cost of the new equipment necessary for the change-

over ranged to as high as \$25,000 per laundry, but their officials had become convinced of the savings in buying, rather than generating, their own power.

As a result of seeing the film and consequently consulting power company representatives, a number of the laundries in Potomac's territory improved and modernized their plants, cutting their own operating costs but at the same time becoming consumers of more power furnished by the utility. One laundry had used its generator and an inefficient heat reclaimer, but, after seeing the film, cleaned the heat reclaimer and established a clean-

WHERE CREATIVE SALESMEN PLAY A HAND: In textile mills, the first electric motor directly replaced the water-wheel supplying the power to drive the shaft. In its booklet, "How Textile Mills are Modernizing," General Electric shows what things to modernize—and G-E gets its share of the resulting increased electrical equipment sales.

ing schedule. Tests by power company representatives enabled the laundry to arrive at a maximum efficient heat increase in the incoming clean water. Following this adjustment, figures on fuel use were obtained. A trial period of use of purchased electricity was scheduled, in comparison to fuel use under engine operation. It was found that costs were lower when purchased electricity was used.

Another involved a laundry that performed many different services (dry-cleaning, diaper, linen supply, rugcleaning, etc.) and used many different machines. Even though it was necessary to change from DC to AC and to change 90 motors, at an estimated cost of \$25,000, the customer ordered a change-over and now operates entirely on purchased electricity. The deciding factor was not merely the saving of fuel, but the realization that equipment had depreciated to such an extent that worth while allowances had passed their peak. The changes were justified.

The laundry industry is a comparatively small one, and on the whole rather conservative. The good results obtained by utilities that participated wholeheartedly in the MPA program speak for themselves.

A copy of the G-E magazine, *Load*, which supplies ideas and information to power sales engineers, defines the MPA program in these words: "An organized program for applying, most effectively, the co-ordinated efforts of all interested groups to increase the efficient use of electricity in industry and agriculture, with emphasis on those processes and operations least electrified."

Even though the decline in industrial production (and consumption of electricity by industry) anticipated when the MPA program was conceived never materialized, the program has served a useful purpose. At the end of the war, industry was using five kilowatt-hours per man-hour. Since productivity, employment, and living standards are all tied up with industrial power consumption, we all have a stake in the goal, set by G-E, of one more kilowatt-hour per man-hour; that is, six, by 1950. If so, G-E's MPA program deserves a good measure of the credit for the achievement.

How "Ditch-Digging" Advertising Reg. U.S. Pat. Off.

sells by helping people buy



"Ditch-Digging" Advertising steps out of the show window, rolls up its sleeves, and digs for business by helping people understand the values—to them—of what you have to sell.

Most businesses are built on the proposition that sound values are offered in products or services that make it possible for the customer to get more out of life, or, if he's a *business* customer, to get a better job done.

"Ditch-Digging" Advertising is based on helping customers and prospects understand what a product can do for them, rather than on bludgeoning them with "sales arguments" or seducing them with "psychological nuances."

Sometimes advertising that sincerely *aims* at helping people understand values falls short of reaching its goal. A realistic study of such situations generally reveals that the advertising describes the product's advantages as the *manufacturer* sees them, not as the prospect sees them.

And we mean as the prospect *really* sees them. Not as the advertiser thinks he *ought* to see them.

So, clearly, the first step is to find out for sure what viewpoints, prejudices, and confusions cloak the product in the minds of your customers and prospects. This is No. 1.

Two more steps add more selling force

Although finding out what to say for best results, *product by product and market by mar-*

ket, is by far the most important element in "Ditch-Digging" Advertising, steps 2 and 3 are needed to help chart your course.

2. Locate all the specifying and buying influences, including those not normally reached by your salesmen. (Do you *know* them all?)

3. Determine how to get what needs to be said to the right people at the right time with the right frequency at the most reasonable cost (by direct mail, magazines, handbooks, radio, or any other mechanical means that can best further a true understanding of the product's values).

Put these three elements together and you've got a prior knowledge of what to say, to whom, how, and how often, for best results.

That's "Ditch-Digging" Advertising... a sales tool that will help you make the printed word do more of the *telling* in selling so that your salesmen can use more of *their* costly time for *closing*.

This agency is equipped to work hand in glove with any Sales Executive who's got a hard-selling job to do and wants to do it with dispatch and economy. We can get going fast—and with the least possible drain on your time. If you'd like to discuss how Ditch-Digging Advertising works to boost sales for any product that's worth its price, just let us know where and when.

THE SCHUYLER HOPPER Co.

"Advertising that sells by helping people buy"

12 EAST 41st STREET, NEW YORK 17, N.Y. • LEXINGTON 2-1790

Robot Salesmen For Fresh Fruits?

As told by J. C. DE GRAAF
Manager, Sales Division
Fruit-O-Matic Manufacturing Co.



A two-year test made in Greater Los Angeles indicates that the public will buy refrigerated fresh fruit from coin machines if given the opportunity. Here's a report on the Fruit-O-Matic experiment in automatic vending of apples.

We hear it said that vending machine distribution is still in its infancy. Perhaps we remember reading somewhere that 300,000 cigarette vending machines sell nationally 50 million packs of cigarettes a week. That is one billion fags each week, out of the 400 billion cigarettes sold—a lot of cigarettes, and 18% of the total.

Do we think of such distribution for our own products? Probably not, because they may seem remote from machine distribution. Here is a story that shows how mechanical distribution is adapted to unlikely products: big red apples and other fruits and perishable commodities.

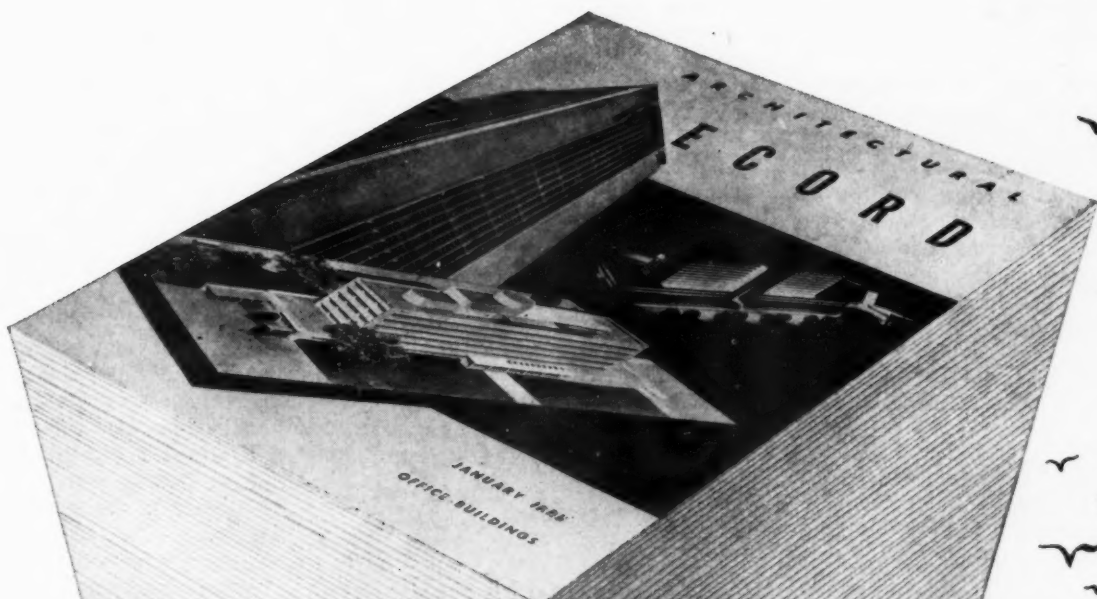
Up in the State of Washington, 20 years ago, Jack H. Oatey saw fine apple trees felled and uprooted by bulldozers. "Over-production—too many apples," they told him.

Mr. Oatey was an apple grower and shipper. After a market investigation of his own, a nose and apple count, he came to the conclusion that the trouble was not over-production but under-consumption. If fruit could be brought nearer to more consumers, they would take care of the surplus. Fruit was not available in the snack-and-impulse-buying market as were many other items.

COLD AND JUICY: Claim for the Fruit-O-Matic vending machine is that it opens up markets closer to the consumer by taking fruits (and maybe, later, other products) into factories, schools, offices, terminals. It holds 208 units, with four separate channels for different fruits at different prices.

Mr. Oatey became interested in the vending machine as a device to help stabilize a market. He proceeded to put considerable money and time into the development of a bank of fruit vending machines for consumer testing. It took time, because apples—to say nothing of peaches, pears and cherries—are perishable. Cigarettes and candy bars in different temperatures remain fresh long after fruit has spoiled. The ultimate solution was a machine that would keep fruit under refrigeration, and this has been accomplished in a coin vendor called the "Fruit-O-Matic." It has other features necessary in vending fruit, such as selectivity. From four separately moving belts different sizes and kinds of fruit can be sold at different prices. Vending also can be adapted to changing wholesale markets and consumer preference.

In a two-year test period made before the Fruit-O-Matic was put into production 10 machines in Greater Los Angeles were placed to learn the requirements of different types of consumers. One machine at U.C.L.A. grossed more than \$8,750 in 12 months. Another placed in the Hollywood Y.M.C.A. turned in more than \$3,300 during the same period.



IN 1947...IN 1948...AND AGAIN IN 1949,
more advertisers placed
more pages of advertising
 in **Architectural Record**
 than in any other
 publication in its field..!

(WORKBOOK OF THE
 ARCHITECT-ENGINEER)

ADVERTISING VOLUME IN ARCHITECTURAL MAGAZINES — 1949		
Publication	Total Pages*	Percentage Of Total
Architectural Record	1830	40.6%
Architectural Forum	1601	35.6%
Progressive Architecture	1070	23.8%

*Source: National Marketing, January 1950

F.W. DODGE
 CORPORATION
 PUBLISHED BY

NEW YORK
 119 West Fortieth St.
 Longacre 3-0700

CHICAGO
 700 Merchandise Mart
 Whitehall 4-4400

SAN FRANCISCO
 1003 TWA Building
 Yukon 6-2522

CLEVELAND
 321 Hanna Building
 Cherry 7256

LOS ANGELES
 672 South LaFayette
 Park Square
 Dunkirk 8-2286

PORTLAND
 907 Terminal Sales
 Building
 Atwater 4107

Average sales on the 10 test units were more than \$3,200 a year. This is significant since the machines were not placed primarily with the profit motive in mind. With proper placement these figures probably would have been exceeded.

Marked differences in demand were found. For example, in some locations it is necessary to have a 5-cent choice together with three 10-cent choices. In other locations the dime merchandise on all four selective belts is preferred.

Most important in selling fruit under refrigeration is the fact that eating tastes are improved. Nowhere else can the public buy a chilled apple in such a sanitary and appetizing condition. Experience has shown that after people have eaten chilled fruit from vending machines, they prefer it. Housewives buying apples in the market put them in the home refrigerator. Chilled fruit satisfies thirst as well as the snack hunger.

If food markets should discover this demand for chilled fruit and

carry it in their refrigerators, the machine might still have the advantage because it can be placed in locations where no other type of distribution reaches the consumer: clubs, colleges and schools, offices, factories, apartment houses, railway and bus terminals. The "store" is open 24 hours a day.

During the time Mr. Oatey was developing the "Fruit-O-Matic," the Northwestern apple world changed, as well as the potential consumer markets for apples. National consumption of apples decreased, while the per capita consumption of oranges steadily increased. Oranges had been skillfully merchandised for a generation and little was done for apples. The State of Washington organized an Apple Commission to advertise one of its large sources of income. In-plant feeding was developed. When we studied types of consumers in our test marketing, we found that employers and factory managers were interested. People at work get hungry, perhaps fail to hear the alarm clock and then sacrifice breakfast to the time clock. A little hunger pulls down the amount of work, increases rejects. If workers have to steal out for a snack, time is lost. In-plant feeding makes up a large part of work efficiency. Its importance is recognized by production executives, and the vending machine which sells fruit and other food at a nickel or a dime is an effective form of distribution for these consumers.

Typical of what may be coming in the machine distribution of "unlikely" merchandise is the outlook in a business that seems far from such merchandising. The wholesale produce trade, where the receiver has cold storage facilities to carry large stocks of different fruits for various seasons, can easily make wrong estimates of demand and lose surplus fruit. Vending machines may take the speculation out of such distribution, if the receiver has outlets in factories, offices and other locations.

On an average, one machine sells from one to two boxes of apples daily, or a freight car a year (775 boxes). Some 30,000 machines would sell the entire present crop of Washington State apples (32,000 cars). There are more than 300,000 machines selling candy bars and more than 300,000 machines selling soda without tabulating the thousands of other machines vending food and snack items such as ice cream, cookies, fruit juice, donuts, sandwiches, milk, popcorn, etc.

Present consumption of apples is about one a week per capita (25 lbs.) compared with two to three oranges

Testing?

Use Worcester— Well-Balanced, Stable, Self-Contained



In Worcester — the city of healthy industrial diversity, sound economic growth and consistent stability, you can measure test results accurately and quickly. Worcester is recognized as an ideal test market with ALL EIGHT qualifications:

- Diversification of Industry
- Agricultural Prominence
- Population Balance
- Income Stability
- Business Activity
- Compactness of Market
- Distributive Outlets
- Blanket Coverage

Send direct for our four page study, "Worcester—Well Balanced for Test Campaigns," or ask Moloney, Regan & Schmitt, Inc., our national representatives.

The Worcester Telegram-Gazette completely blankets this active, prosperous and compact market. Daily circulation in excess of 140,000. Sunday over 100,000.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS
GEORGE F. BOOTH Publisher—
MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES
OWNERS of RADIO STATION WTAG



(60 lbs.) yearly. A generation ago those figures were reversed. Apples were staple and oranges were regarded as a luxury. The change has been brought about by salesmanship and advertising.

Imagine vending machines placing crisp apples near the 60 million job-holders of this country, and you can understand what Mr. Oatey foresaw when he set out to make them available through a new kind of distribution. It's a plus market, making sales which otherwise would be lost, keeping alive consumer taste for fruit and going a long way toward stabilizing the fruit market. In our Los Angeles tests we found that about one-third of the people who were given access to the machines patronized them each day.

With mechanical problems solved, there immediately arises a new merchandising problem. The vending machine enters the field of perishables. In the Fruit-O-Matic we have successfully sold milk and fruit juice along with the fruit. It undoubtedly will be used to sell other snack items such as sandwiches, ice cream—perhaps even salads in a sealed cup.

Who will be the operators, installing and servicing the machines in rented locations?

Some operators in non-perishables, such as candy bars, will learn the technique of new merchandise. There are new operators coming into the business, people who want to be in business for themselves—and those who, getting along toward the age when employment is not easy to find, become their own employers. Others already in perishables, like produce men, are certain to be attracted. The vending machine also is fast becoming a fixture in retail stores. There it effectively handles certain types of selling and is an attraction to customers. It is also a labor-saver.

There are six popular Washington

State apples, starting with Jonathans in September, running into December; Delicious, Golden Delicious, Rome Beauty, Winesap and Yellow Newtown following through until June. They come in different sizes, adaptable to different prices and markets. Eastern apples differ in varieties and seasons. During the summer season, soft fruits come in, starting with cherries (in sealed containers), peaches, pears, plums, grapes, summer apples, with pears having almost a full year in different varieties. Milk and fruit juices, vended along with

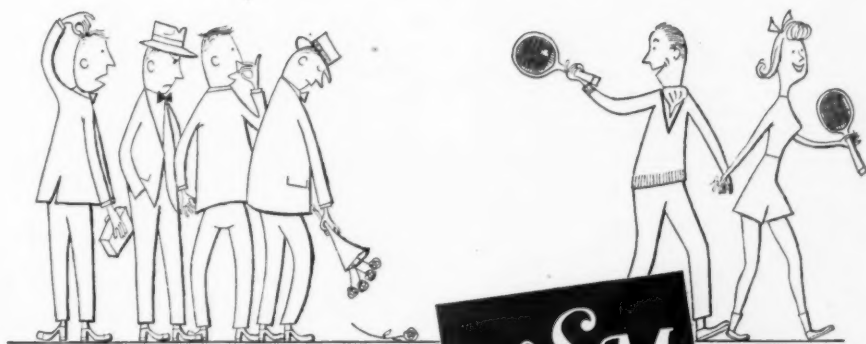
the fruit, lend variety to the fruit displayed and stimulate the interest of the public.

An operator in this field, perhaps accustomed to stocking machines with best-selling candy bars and cigarettes, will have to learn his fruit market and his customers' tastes and pocket-books.

From its early days the vending machine has come a long way, but it is still in its infancy. Retailing is in a turmoil of change. Rising costs and the popularity of self-service favor the vending machine.



radio stations everywhere.....



BUT ONLY ONE...



**CLEAR CHANNEL
50,000 WATTS**

Agency time buyer or Advertiser: How does this sound to you? Radio programming facilities unrivaled outside New York or Hollywood production centers . . . A 200 person talent staff including some of America's biggest name entertainers . . . And to reach the booming Central-South market the most powerful signal now authorized any American radio station—50,000 watts on an interference-free Clear Channel.

That's what you get when you buy WSM. That's why with 2612 stations in this country there is still **ONLY ONE WSM.**

SALESMAN TO THE CENTRAL-SOUTH

HARRY STONE
General Manager
IRVING WAUGH
Commercial Manager
EDWARD PERRY & CO.
National Representatives



season to taste by testing

The audience reaction is what counts in cooking—and campaigning. That's why it's wise to sample before you serve.

TEST FIRST IN ROANOKE AN IDEAL TEST MARKET

The Roanoke population of more than 450,000 is diversified . . . distributed among industry, commerce and agriculture. This market, with its stable buying power, is completely dominated by the Roanoke newspapers. Roanoke is self-contained . . . natural mountain barriers cut off interference or competition from other areas. That's why Roanoke offers ideal conditions for telling whether a new campaign "tastes as good as it looks," or needs a pinch of spice.

The basic ingredients for an accurate test market explained and

illustrated in this interesting, informative booklet. Write for your complimentary copy of

"MARKET TESTistics"

to
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Walker Co., 60 East
42nd St., N. Y. 17.



ROANOKE

TIMES AND WORLD-NEWS
ROANOKE VIRGINIA

SAWYER • FERGUSON • WALKER CO.
National Representatives

Guarantee Policy Licks Price Resistance

As told to Lester B. Colby by

IRVING GROMBACHER

President, Royal Metal Manufacturing Co.

Royal Metal employs the investment-per-year approach to justify an initial cost well above competition. They seal it with an "insurance policy" promising free maintenance on metal construction, minimum charge on re-upholstery.

When a quality item is priced at from two to three times the cost of a competitive product the sales problem becomes a highly important factor, and we have to convince the buyer that the increased investment will be profitable to him. To illustrate the point I am going to tell you how the Royal Metal Manufacturing Co., Chicago, sold a large order of \$9 chairs in the face of competitive offers making a price of from \$3 to \$3.50 each.

Every buyer, especially the industrial buyer, knows that the word "quality" has been kicked around no end. The cheapest and flimsiest of products are all too often given the quality tag. Sometimes the word "quality" is used to obscure the fact that the item lacks it. Admitting that, our problem, or so it seemed to us, was to find a way to convince prospective buyers that our products really merited our claim.

Along with quality, we could talk guarantees. We felt, on reflection, that the word "guarantee" is another sales word which has been whipped about and beaten so much that it has lost force. Out of this reasoning we evolved, about two years ago, what we call a "quality insurance policy."

Our solution was actual "insurance" covering our metal industrial furniture. We managed this by supplying a legal type of policy with every purchase. Each "policy" is numbered, dated and individually signed. It contains the buyer's name and the merchandise covered. It guarantees 10 years' free maintenance on the metal construction of Royal Metal industrial seating against breaking or coming apart. The policy also offers, for a minimum service charge, to

re-finish chairs returned for repairs when the customer requests it.

With the purchase goes a registration card, part of a double post card, filled in by or on behalf of the purchaser, which is mailed back to us. It includes the dealer's name, so that all repeat orders and inquiries are channeled through him. This helps to tie him more closely to the customer and strengthen his ties with us.

We have found that this guarantee, in spite of the fact that it also is an overworked word, has almost as much selling force as the quality of the product itself. Ten years of free maintenance is an unusual offer, one we believe to be exclusive in our field.

Many businessmen have been operating on such a thin line of profit that maintenance costs mean the difference between red and black ink on the ledger. The guarantee that there will be no maintenance costs on this metal furniture for 10 years has had a tremendous sales impact.

Naturally, the idea that the first cost is the last cost appeals to a shrewd buyer. But a guarantee of that, made more tangible by a quality insurance policy, is an added convincer. In our case it has been a real shot in the arm to sales. This example of how the 10-year maintenance argument clinched a sale should show how a little push can help.

A large aviation firm on the West Coast summoned one of our representatives with reference to a sample order of 150 metal stools. We quoted a price which must have seemed extraordinarily high because the purchasing agent expressed astonishment, telling us that the stools and chairs now being used in the factory had cost only \$3 to \$3.50.

"Then why did you call us in?" our salesman asked. Well, the purchasing agent admitted, the present chairs were breaking down within 60 days after purchase in some instances, almost always within a year.

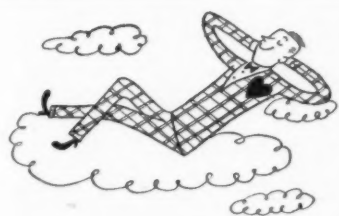
Taking the cue, our representative at once began to explain our 10-year free maintenance policy. Again the purchasing agent seemed astonished but promised to consider the matter.

The next day he contracted to buy, not 150 but 1,000 stools. He admitted that he thought the initial price was high, compared with what he had been paying, but he said he figured he would more than make up for it by having better-than-average seating for 10 years without further cost.

Many of our sales are modeled on this one example. It is a simple matter to point out that our biggest selling item, a tubular metal production chair, will cost the buyer only 90 cents a year. The chair retails for about \$9, but it is guaranteed for 10 years. We further point out that the buyer receives a chair which is scientifically designed to reduce fatigue—one which will increase efficiency and production.

In our sales talks we re-emphasize that 90 cents a year. We add that if production man-hours are increased only 10 minutes a day, a conservative estimate, that the chair will be paid for within a week.

The registration card, the insurance policy, the cost statistics all serve to dramatize in a tangible and understandable way that our metal chairs have quality built into them and that we are willing to insure that quality. We've found that it pays off.



If you have **YOUNG** ideas... Read **COSMOPOLITAN**

If you're selling people with **YOUNG** ideas... **BUY COSMOPOLITAN**
America's Most Exciting Magazine

A Home-Run Now and Then Sounds Mighty Impressive, But it is the Score at the End of the Game that Counts



Day after Day • Year after Year WMC Stays out Front

Sure, there are other radio stations in Memphis, and there are good programs on those stations; but it is significant that **FOR THE PAST FIFTEEN YEARS, WMC HAS CARRIED MORE NATIONAL, REGIONAL AND LOCAL DOLLAR VOLUME ADVERTISING THAN ANY OTHER RADIO STATION IN MEMPHIS.**

WMC has made a real place for itself in Memphis—and there is a place for you on WMC.

*—a "selective" medical advertiser has broadcast 52 weeks each year over WMC for a total of 5,070 programs.

(Name furnished on request.)

WMC

NBC — 5000 WATTS — 790

MEMPHIS

WMCF WMCT

50 KW Simultaneously Duplicating AM Schedule First TV Station in Memphis and the Mid-South

National Representatives • The Branham Company
Owned and Operated by The Commercial Appeal

Your Annual Report: A Tool For Every Salesman's Kit

BY WESTON SMITH*

Top management's yearly account of stewardship, if well designed, can serve as an effective sales aid. Mr. Weston explains here how to build sales values into the report, summarizes the newest trends in subject-matter treatment.

"Your company makes too much profit." "I do not think that I can do business with your company because of its uncertain financial position." "The prices of your products are too high because . . ."

These are questions that stumped one office equipment salesman until he read with care his company's annual report. He also found the answers to many other questions that had not yet been asked. Now he carries a copy of the annual report with him on his round of calls. When he is faced with a question about profits, financial position or his company's standing in the industry, he has with him the one official document to provide evidence that may help to keep an interview from dying at the beginning. It may even prove to be the turning point that closes the sale.

There are all kinds of annual reports, and the one that will prove effective in selling is not the dry statistical bulletin. It should be a colorful brochure, containing essential information required by stockholders and employees. It should be as carefully prepared as the company's important sales literature. But it must not be a sales promotional device.

Some managements are on the wrong track in attempting to utilize their annual reports as pure and simple sales brochures. The attempt to "sell" a bill of goods often involves self-praise, with an over-emphasis of the good and a soft-pedaling of the bad. Such a policy may produce immediate results, but in the long run it may prove to be a boomerang, particularly if management does not measure up to every claim made in the annual report. The best course is

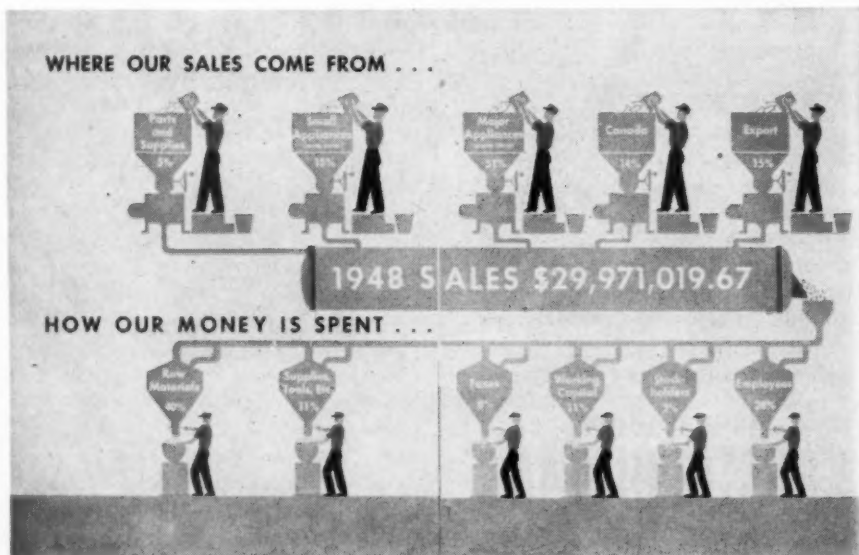
to make of the annual report a strictly factual document. Facts are the most eloquent exponent of a corporation's performance. Both the company's achievements and its problems should be disclosed. The latter, however, can be interpreted and clarified from the standpoint of management. It should be remembered that an annual report is primarily a review and not a forecast. Stockholders and others want to know how management is preparing for the future, but they do not expect any executive officer to assume the role of a prophet.

Properly prepared, a modernized annual report can be an interesting and convincing human document to weld together, for the general good of the corporation, all the human elements upon which it depends. Who

are these elements? They are the public (customers), stockholders (including prospective investors), employees, distributors and dealers, bankers, newspaper editors and financial writers. A well-handled annual report builds confidence in a corporation's securities. It is a hedge against the day when earnings decline or dividends are reduced, and it may help to prevent thoughtless liquidation of holdings.

Here are the latest trends in the presentation of the financial statements: The publication of a complete, consolidated balance sheet for the close of a single year is no longer enough. More and more corporations publish comparative balance sheets showing the changes between two years, and not a few are giving percentages of increase or decrease between the various figures. The same idea has been carried to the income account and profit and loss statement. Such comparisons of two years' results provide a clear progress picture.

Another feature of modernized annual reports is a 10-year tabulation of sales, operating income, taxes, earnings and dividends. Such figures can



QUICK UNDERSTANDING is achieved by The Coleman Co., Inc., in its report covering the year 1948, by this interesting treatment of income and outgo. The hoppers in the top row show money coming in through five classes of sales; lower drawings show how the income was spent for raw materials, supplies, taxes, working capital, wages, etc.

* See "Shop Talk," page 78.

GRIT Sells for its Advertisers—It Can Sell for You!

60% More Sales

*than its national average for
one Cigarette advertised in GRIT*

Helped by consistent advertising in GRIT, one Cigarette leads in the GRIT True Small Town Market with 40% of all cigarette sales . . . in the National Market, this Cigarette accounts for only 25% of all cigarette sales.

This, in dollars and cents, more than amply justifies the small expenditure required to keep regular, large space campaigns running in GRIT.

Advertising in GRIT helps sell all kinds of branded products: Another Cigarette, 60% increase in sales—a Pipe Tobacco, 4 times more sales than nearest competitor.

The three million weekly readers of GRIT, in 16,000 True Small Towns, are loyal readers. They are brand-buyers with a high response to those products presented in the advertising columns of GRIT*. 79% buy Cigarettes, 52% buy Pipe Tobacco, 29% buy Cigars.

. . .

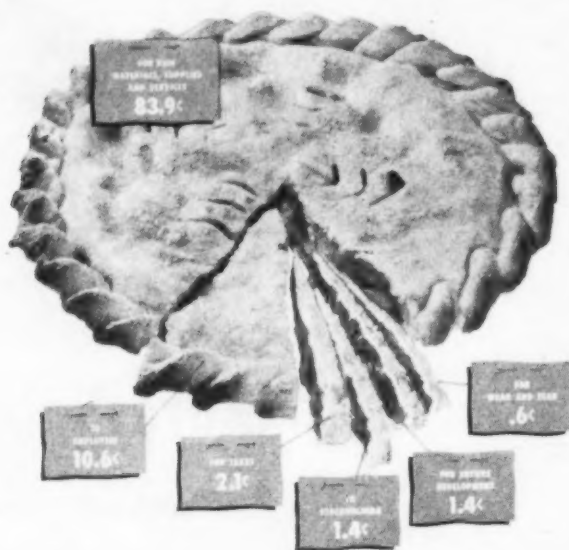
GRIT sells for its Advertisers . . . it can sell for you!



**Ask the GRIT representative
for the GRIT Reader Survey*

*Small Town America's Greatest Family Weekly
—with more than 600,000 Circulation*

How the General Mills SALES DOLLAR was divided last year



A REAL PIE CHART: General Mills cleverly borrows a freshly made pie from its test kitchen, cuts it up to show how the sales dollar was divided the preceding year.

be presented in chart form and can serve to show a corporation's consistent progress or degree of stability in operations, or they may be figured on a per share basis.

Other important statistics are the changes in capitalization during the past decade or longer, the retirement of funded debt and the trend of net working capital. Tabulations of the number of stockholders and employees are helpful, as are long-term records of dividends.

To summarize requirements for a modernized annual report, the word "C-Worthy" is offered as a term which meets the qualifications for the report. This does not mean that the report should be built to weather storms of criticism, or even to ride waves of appreciation—although this is a good idea. A guide for checking an annual report is simply a list of seven words beginning with the letter "C." Here they are in the order of their importance: Correct, Complete, Concise, Candid, Courageous, Characteristic, and Colorful:

1. Correct: Not only should financial statements be accurate, but all information given should be in line with facts and certified by an independent auditor.

2. Complete: This is the most controversial qualification on the list. Obviously, the stockholder and employee are entitled to all information about the corporation, and nothing should be withheld unless its publication gives important details to com-

petitors. No general list of topics can be set up for all corporations. One policy here is to permit stockholders and workers to make suggestions. This can be done by a sampling survey of a cross-section representation of the stockholder list and those on the payroll.

3. Concise: The majority of readers of annual reports are busy people and want to obtain essential facts quickly. In all discussions, brevity should be the rule. Brevity can best be obtained by effective use of charts, maps, graphics and other illustrations to emphasize more important information. However, brevity should not be carried to financial statements. The stockholder or employee no longer trusts a *condensed* balance sheet.

4. Candid: The annual report should reflect the honesty and sincerity of the management—without say-

ing so. Avoid use of lofty language, particularly in the president's remarks. All writing should be in straight-forward style to make the reader feel that he is being taken into the confidence of the management, and not talked down to.

5. Courageous: The management should display courage, but not by boasting of its achievements. The report is the place to defend policies which have been criticized, and to air both sides of controversial questions, thus permitting stockholders and workers to form their own opinions. Courage also may be displayed in the addition of new features and other improvements in the annual report.

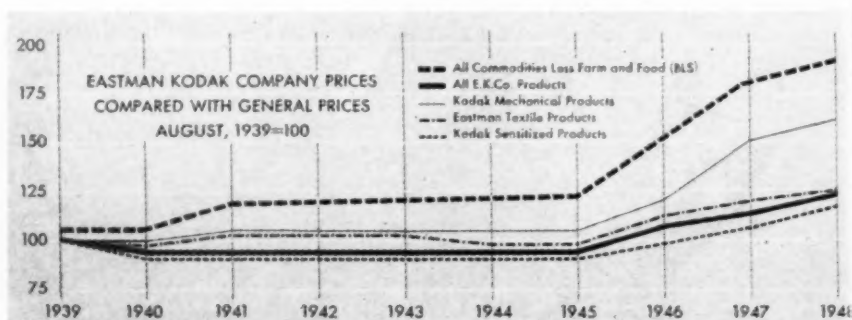
6. Characteristic: Each annual report should be characteristic of the industry it represents. For example, the report of a heavy steel manufacturer should not appear to come from a producer of hosiery or perfume. If a distinctive style is utilized for consumer advertising, it is consistent to publish the annual report in the same type of format. The copy angle and style of type used by the company in its institutional advertising may well be employed in the report.

7. Colorful: By this is meant a popular appeal. Proper use of color is desirable, but not necessary. Color can be obtained by resourcefulness, use of descriptive writing, striking illustrations, dramatic photographs, and an attractive format.

The typographic appeal of the annual report is important. Its appearance is almost as significant as the writing. The makeup, from the angle of typography, however, is actually closer to book design than to advertising art.

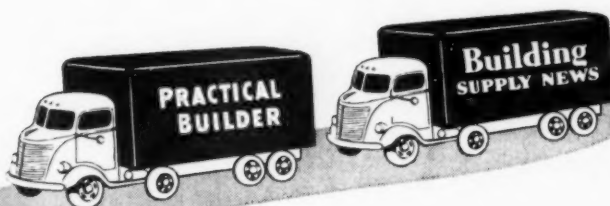
Because the annual report today is recognized as an important medium of public relations, it is prepared to influence opinion and build the prestige of the management rather than to sell merchandise or services.

Dignity and appropriateness are



TODAY'S WELL-DESIGNED ANNUAL REPORT often presents simple charts which show the trend of sales, profits, prices, etc. over a ten-year (or even longer) period.

These 2 publications



Move Your Product

From Your Factory
to Millions of Consumers

Smart merchandisers move their products to millions of consumers via the BSN-PB highway to maximum SALES in the multi-billion dollar building market. It's the smoothest and fastest way to get *your product* sold—not only in the big metropolitan areas but in all the smaller cities, towns and rural communities where you want it sold.

You may persuade the consumer to ask for your product. But if his local dealer carries something "just as good or better"—and if the contractor or builder isn't sold—it's thumbs down! So your *basic*, constant selling job is your *trade promotion* to these key local building factors who can make or break the ultimate sale for you.

No matter how much you spend, you can't hope to make the consumer a technical expert on your product any more than he can ever be an expert on plumbing, insulation, roofing and hundreds of other building items. The consumer must, and does, rely on the judgment and recommendations of the dealer and the builder, the building experts who put the final stamp of approval—yes, even the ultimate

price—on your product. If they're not on your side, it's NO SALE. When they *are* on your side, you're on the highroad to sales success.

To sell them—and keep them sold—talk the language of the dealer (and his wholesaler) in BUILDING SUPPLY NEWS, of the contractor and builder in PRACTICAL BUILDER. You need *both* publications, because each is individually tailored to serve the specific job interests and problems of its own class of readers. No horizontal, all-purpose publications, these!

That's why more dealer and wholesaler *establishments* subscribe for BSN—why more contractors and builders read PB. It explains, too, why you get *greatest buying power* for your advertising dollar when you bridge the sales gap between your factory and millions of consumers everywhere with *vital trade promotion* in BUILDING SUPPLY NEWS and PRACTICAL BUILDER—the two publications that **SELL MORE** for smart advertisers because each sticks consistently to its own last!

INDUSTRIAL PUBLICATIONS, INC., 5 South Wabash Ave., Chicago 3, Ill.

For over 32 years exclusive publishers to the Building Industry, also publishers of BSN Dealers' Directory Issue, Building Material Merchant & Wholesaler, Brick & Clay Record, Ceramic Industry and Ceramic Data Book



PRACTICAL BUILDER

MORE CONTRACTOR-BUILDER CIRCULATION THAN ANY OTHER PUBLICATION



BUILDING SUPPLY NEWS

DEALERS PAY MORE MONEY TO READ BSN THAN ANY OTHER PUBLICATION

To sell contractors and builders who do residential, commercial, industrial, rural and remodeling work.

To sell the top dealers and wholesalers who supply all branches of the multi-billion dollar construction market.

FEBRUARY 15, 1950

The BELL BOY

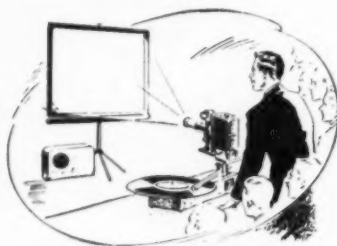
for
Efficient
SERVICE!

Sound Slide Film Projector



Practical, Portable and Highly Efficient

Designed by men who have used sound slide projectors since their inception.



For use in

- Sales Training
- Actual Selling in Stores or Elsewhere
- Employee and Organization Training
- Schools and All Educational Groups
- Churches and Sunday Schools

The BELL BOY fills the pressing need for clear, concise, graphic explanation.

The BELL BOY is engineered for compactness, portability, ease of operation and all-around superior performance.

The new "SWIVEL HEAD" alone makes this one of the most outstanding in the projector field.

Write direct for literature
and name of closest dealer

BELL BOY Features

Weight: 29 lbs.

Projector: S.V.E. Model G, 300-watt lamp, 4" Series 0 lens.

Amplifier: 8-watt output, high fidelity.

Speaker: 8" Alnico V permanent magnet.

Motor: Single speed, 33 1/3 R.P.M., gear driven, oil sealed for life.

Record Capacity: 16 inches.

Case: Measures 18x17 1/2 x 6 1/2 inches, covered with grey swirl leatherette.

Screen: Desk-top size 11 1/2 x 15 1/2 inches.

Special Feature: Projector swivels for convenient framing on screen.



Price **\$174⁵⁰**

MOVIE-MITE CORPORATION

1105 E. Truman Road

Kansas City 6, Mo.

WHEN TEST CITIES ARE PICKED, where do agencies get basic data?

Mr. Barrett Welsh, Research Director of Foote, Cone & Belding gives the standard answer among agency men: "Any time we need current market information for the selection of test cities, we refer to—

SALES MANAGEMENT'S "Survey of Buying Power."

(1950 issue May 10; Reservations close Feb. 17; Copy March 10)

essential qualities to be sought for the over-all effect of a company's most important document. The report should have the feeling of the company, the products and its industry. From the first layout to the finished product, it should provide factual information in the quickest, clearest and most attractive form.

It is easy to mangle an annual report in the production; in inexperienced hands it has happened too often. Some of the elements on which expert advice is needed are: paper, printing processes, illustrative techniques, printing colors, type faces, type sizes, type combinations, and type area. The appearance of any report can be ruined by trying to combine certain printing processes or kinds of art work with certain type faces.

Last year's reports ranged in trim size from 3" x 5" to 9" x 12". The smallest, of course, often are an invitation to eyestrain. Intended to be carried handily in the pocket, they are rarely read through. The majority today measure 8 1/2" x 11"—letter size, for easy filing. This favored size has the added advantage of wide pages, allowing long unbroken lines for comparative balance sheets and statistical tabulations. If letter size is used, however, the editorial text should be broken up into two columns. Long lines of type across a wide page tend to become illegible. There is a certain definite maximum to which type of a given size may be set and beyond which both its attractiveness and readability are impaired. Margins should be in proportion to the size of the page and should enhance the legibility of the text as well as its appearance.

Type Make-Up

The choice of type faces is probably one of the most important decisions that has to be made in planning an annual report. In selecting a type face, consideration must be given to how it will look in the text: the main heads and subheads, the notes to the financial statement, and the lettering in charts. One family of type faces in different sizes or two faces consciously contrasted to supplement and complement each other effectively must be selected. More than two kinds of type are rarely advisable or necessary. Type faces as used in books will prove more satisfactory for annual reports than those favored for advertising purposes. Because dignity is a primary consideration, type should be actually just a

Annual Report for 1948

TABLE OF CONTENTS

General Information	10
Company History	11
Products and Services	12
Financial Statements	13
Management and Policies	14
Employees	15



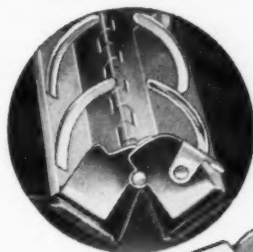
FAR-AWAY PLACES: Pan American Airways exploits its excellent opportunity to make lavish use of photographs in its annual report. On the contents page: shots from Alaska, Rio de Janeiro, and all ports of call for Pan-Am planes.

medium of communication—neutral enough to let the message come through.

Another factor to remember in choosing an appropriate type face is the method of reproduction to be used. The same face will appear quite different in offset from the way it does in letterpress. Several otherwise perfect specimens in this year's survey of reports are spoiled by unsuitable combinations of types and reproduction processes.

Selection of colors should be decided with regard to appropriateness, legibility and good taste. They should be chosen particularly with a view to the ways in which they can be economically applied to reproduction in half-tone, tint block and line cut. Effects which can be achieved by a second color are limitless if handled effectively. The extra color, of course, should be used in charts. It may also be utilized for heads and subheads, if it is strong enough to carry. If not, it may appear in tint blocks behind the heads, subheads or charts, as reverse plates or as duotone plates behind half-tones, etc. If the second color is selected for subheads, those headings must be in a fairly heavy type to avoid becoming too pale in comparison with the rest of the text.

Illustrations have a definite place in financial reports. They depict the products or services of a company and explain figures and statistics. They should not, however, be included merely as embellishments. When photographs are used, it is considered good public relations to show in-



NEW PRONG BINDER



Sheets
Lie Flat
Prongs and Back
Swing with Pages
No Wear—No Tear
Metal Angle Back—
Strongest Known

Full Length
Piano Hinge
Standard Punching
Finger-Tip Trigger
Action Opens
Prongs and Binder
Locks Open and
Closed

for

**SALES MANUALS
PARTS BOOKS—PRICE BOOKS
—CATALOGS—INSTRUCTION, INSTAL-
LATION AND SERVICE MANUALS, ETC.**

Split prongs swing out at finger-tip touch; contents lie flat for use—reduces sheet wear in daily use; another touch of trigger opens prongs for instant changing of sheets in ANY part of binder—EASY to keep contents completely up-to-date. Compact; holds full rated capacity—more pages in less space than with ring binder. Four capacities. 12 sizes in stock. Write for folder and prices.

Burkhardt

**LARNED AT SECOND
DETROIT 26, MICHIGAN**

HOW DO INSURANCE COMPANIES measure the sales potential of local markets?

In a number of activities—such as setting sales quotas, locating new branches, evaluating areas for proposed business loans—Equitable Life, Continental Casualty, Prudential, Liberty Mutual and other leading insurance companies measure local markets with—

SALES MANAGEMENT'S "Survey of Buying Power."

(1950 issue May 10; Reservations close Feb. 17; Copy March 10)



Are you sure you're planting deep enough?

You can be *sure* your sales messages will take root and grow if you plant them the *modern* way—with movies!

And you can be *doubly* sure your sales training films and movies of your product in use will help yield bumper crops of orders if they're shown with Filmosound.

Because Filmosound's built to give you *most* hours of brilliant, trouble-free projection at really low cost! Write today for "Movies Go to Work," free booklet on how to use movies in *your* business.

Single-Case Filmosound. Weighs only 35½ pounds—easy for your salesmen to carry. 16mm sound or silent film. Full, natural sound. Six-inch built-in speaker, \$399.50. Larger, separate speakers if desired.

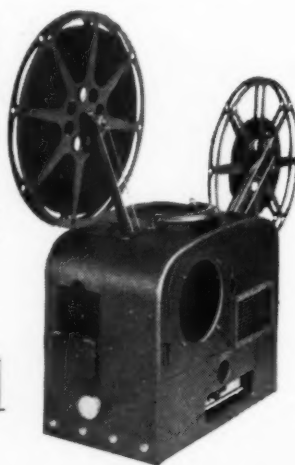
Academy Filmosound for larger audiences. With 8-inch speaker, \$474.50.

Guaranteed for life. During life of the product, any defects in workmanship or materials will be remedied free (except transportation).

You buy for a lifetime when you buy

Bell & Howell

7190 McCormick Road, Chicago 45



formal pictures of both employees and company officers.

There are many varieties of symbols available for use in charts. But almost everyone who prepares an annual report utilizes the same symbols to illustrate statistics and expenditures: line and bar charts, piles of coins, stockholders' certificates and wedges of pie. These have the advantage of being readily comprehensible, but they have passed the point of being unique or original.

Some variation is desirable in graphic presentation and it is being tried with both good and bad results. Instead of the cut-up pie, one report has utilized a clipped-up dollar bill, another a loaf of bread (the stockholder getting the heel) and another a cross-section of its skyscraper office building. There seems to be no end to techniques of presentation.

Primary Requirements

Here are the primary requirements that will help to improve the readability and interest in the annual report:

1. **Cover Design:** A dramatic photograph or other illustration, appropriate to the corporation or industry represented—one that will attract interest or arouse curiosity to look inside of the annual report.

2. **Highlights:** A panel of comparative statistics, properly explained, to show the year-to-year trend of essential facts, such as earnings per share of common stock, dividends paid, financial position, etc.

3. **Table of Contents:** A listing by page numbers of all editorial and financial material, as well as significant charts, maps and other illustrations. An alphabetical index of informative and statistical features should be included in larger annual reports running as many as 24 pages and cover or more.

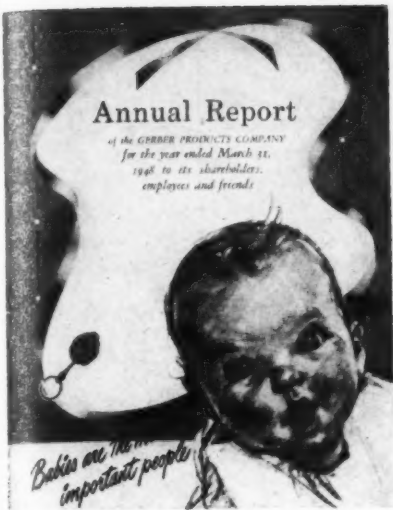
4. **Management:** Clarification of the duties of each officer of the corporation and the identification of each member of the board of directors.

5. **President's Letter:** A one- or two-page message, crisply written for easy reading, omitting all superlatives and generalizations.

6. **The Narratives:** The review of the year written in a colorful and human style, and divided by subheads which describe the true contents of each section.

7. **Income-Outgo Chart:** A pie chart or other graphical device to

SALES MANAGEMENT



MODERN TREATMENTS for annual reports include the well-dressed cover. A case in point: the appealing drawing used by Gerber. They include, too, some of the many new pictograph techniques.

show at a glance the major sources of revenues and how the income dollar is distributed.

8. *Simplified Balance Sheet*: A condensed financial statement that is complete enough to provide a true picture of the financial position of the corporation at the close of the fiscal year, as compared with that of the previous year.

9. *Stockholder and Employee Information*: Charts and tables of the number of stockholders over a period of years, and statistics according to average size of holdings, geographical distribution, by sexes, etc. Records of the average number of employees over the years, with statistics on average hourly rates for skilled workers, the capital investment per employee, etc.

Preparation of the annual report cannot be left to an amateur, and should not be the part-time job of a financial executive who has no public relations sense or understanding of its use as an aid in sales. In the last analysis the best in modernized annual reports should be prepared by experts who know how to reach and interest the readers of these documents, whether they be stockholders, employees, customers or salesmen.

To sum up, a careful study of last year's reports reveals amazing ingenuity and resourcefulness in presentation. Since 1940 these qualities have increased year by year until annual reports are now among the leading examples of progress in the graphic arts. In them one may see the intelligent application of all that is good and new in this field.

DEFINITION WITHOUT DISTORTION

If You Want to Get a Well-defined Picture of the Merits of a New Campaign, Test It First! But Before You Choose a Testing Area, Check Your Market Against These Vital Requirements So You Can Depend On a Sales Result Picture Without Distortion.

- A TEST MARKET SHOULD HAVE ENOUGH CONSUMERS FOR AN ADEQUATE SAMPLING.

Siouxland, or the four-state, 56 county market of Sioux City, Iowa, has 233,586 families—enough for adequate sampling.

- A TEST MARKET SHOULD HAVE A VARIED POPULATION.

Siouxland forms a perfectly balanced and diversified combination of metropolitan area, city, town, farm and rural non-farm population.

- A TEST MARKET SHOULD BE DISTANT FROM OTHER AREAS TO HOLD INFILTRATION TO A MINIMUM.

Sioux City is over 100 miles distant from its nearest metropolitan neighbor and well insulated from the selling pressure of other markets.

- A TEST MARKET SHOULD POSSESS DIVERSIFIED INDUSTRIES.

Sioux City is the home of 355 manufacturers, many of which are the largest of their kind in the world. It is a meat packing center, a stockyard center, and the agricultural capital of one of the richest farm regions in the

country. Siouxland has 25 institutions of higher learning—more than one will find in any one of 21 other states in the Union

- A TEST MARKET SHOULD BE WELL-DEFINED AND SELF-CONTAINED FOR SALES EFFICIENCY AND PERIODIC CHECKS.

Siouxland overlaps four state boundaries and resists geographical confinement but it forms a tight, representative, stable community with one metropolitan nucleus.

- A TEST MARKET MUST BE WELL-COVERED AT A REASONABLE COST.

Sioux City's newspapers — The Sioux City Journal and Journal-Tribune — give dominating coverage of the market at a minimum cost.

- A TEST MARKET MUST HAVE ADVERTISING MEDIA THAT WILL COOPERATE WHOLE-HEARTEDLY IN THE TEST.

Sioux City's newspapers have unusual facilities for assisting the advertiser. Their individualized merchandising of national advertising insures dealer influence and support. Inquire about their famous "7-point" merchandising aids.

The Sioux City Journal JOURNAL-TRIBUNE

SIoux CITY, IOWA

GENERAL ADVERTISING REPRESENTATIVE
JANN & KELLEY, INC.
New York — Chicago — Detroit
Los Angeles — Atlanta — San Francisco

Date _____

Survey on the Future of _____

Answer all questions truthfully. Please be honest with yourself.

	Yes	No
1. Are you desirous of earning more money?	_____	_____
2. Are you grooming yourself now for an executive position later?	_____	_____
3. Do your conversations or thoughts ever dwell on your job after hours?	_____	_____
4. Do you feel that you are learning and gaining experience on this job?	_____	_____
5. Do you feel you are being paid what you're worth?	_____	_____
6. Are you striving to be the No. 1 man in this Department?	_____	_____
7. Do you take your job seriously?	_____	_____
8. Do you ask enough questions?	_____	_____
9. Do you think you're doing as wise and efficient a selling job in the office as you are in the field?	_____	_____
10. Are you constantly conscious of trying to improve yourself?	_____	_____
11. Are you aware that a good man is hard to find?	_____	_____
12. Are you aware that the News-Post takes a sincere interest in a good man?	_____	_____

Salesmen Need a Lift? Attitude Quiz Provides It

When morale sags, and salesmen seem immune to inspirational appeal, what can a manager do to give his men a fresh slant on their jobs and stimulate in them a more buoyant attitude of mind?

Sherwood Brooks, director of research and marketing for the *Baltimore News-Post & American*, has found one good answer to meet this problem.

Mr. Brooks developed a simple self-analysis questionnaire called "Survey on the Future of _____" (see illustration above), which be-

came the basis of a heart-to-heart talk with each man on the merchandising staff.

Says Mr. Brooks: "It was presented to each man individually at a propitious time, with a high degree of confidence and sincerity. Frankly, the individual's complete honesty in answering the questions is not vitally necessary. What is more important is to take the man's apparent weaknesses and discuss the questions that apply directly to him . . . discuss them candidly, so that the man is aware that a sincere effort is being made to help

him get ahead in the firm.

"Question 5, for example, is a wonderful springboard for an explanation of the philosophy of getting ahead. Whether it was answered 'yes' or 'no,' I always drew a simple chart to illustrate how salary increases follow more efficient job performance. A man must understand that he has to prove himself first.

"As noted in Question 10, every employer knows that a good salesman is hard to find, and when he's found, he'll be appreciated. After a salesman grasps this attitude, he'll hustle."

"Super-Bonus" Spurs Effort To Sell Entire Line

Extra bonus points offered to Lyons-Magnus men on long-profit items proved so attractive that the men neglected the normal performance on short-profit items. A "super-bonus" based on total volume corrected this situation.

When a company has a long line, in which some items are more profitable than others in terms of compensation returns to the salesman, a problem may arise in getting field men to put forth selling effort to move the entire line. Over a period of time, certain items will be neglected, treated like step-children or totally ignored.

Lyons-Magnus, Inc., manufacturer of a formidable list of items for the soda fountain trade in addition to its Lyons root beer, found itself faced with this difficulty a few years ago. Already working on a point system which gave the men year-end bonus awards over and above monthly compensation, the sales department, after considerable study, worked out a super-bonus to stimulate full-line selling.

Lyons-Magnus, with headquarters in San Francisco, sells throughout the 11 western states. It has 21 field men contacting distributors, dealers and bottlers of its products in this region. The firm is one of the oldest in the field.

Outlines Plan

Laurance Simon, vice-president in charge of sales, who 40 years ago started his career as a salesman and who has a profound knowledge of, and sympathy with, salesmen's problems, outlines his company's compensation plan as follows:

"It is based on a drawing account which provides a normal standard of living for the salesman. We also pay mileage on the salesman's car and total insurance costs. We retain the obsolescence on the car on deposit for the salesman so that he may have it available when he needs major repairs or a new car.

"In addition, we work on a point system." Points are credited in accordance with the character of the merchandise sold. The year-end bonus

is in proportion to points built up over a quota.

This system was effective in getting high production, but the men tended to concentrate their efforts on the high-point merchandise to the point where they were neglecting the lower point items.

Two years ago, a further development in the compensation setup was instituted. To encourage district salesmen to spread effort over the total

line, a super-bonus was worked out. This super-bonus award—also paid at the end of the year—is based on total volume of merchandise sold, regardless of point value. Thus, some items in the Lyons-Magnus line are valued at 2½ points, others at 1 point. But in building up to the super-bonus, only the volume sold is considered, taking all items in the line into account.

Mr. Simon finds that this method of compensation effectively overcomes neglect of the one-point items. It builds up total volume for the company, and makes for appreciable increase in income for the salesmen. It also stimulates long-range effort.

When a company takes pains to work out a fair compensation policy for its salesmen, making it possible for them to aim at financial well-being and security, in the experience of this firm, it also cuts down on turnover in the sales department. Lyons-Magnus has men who have been with the company for 35 years. Well over half, Mr. Simon points out have been with them for more than 15 years! 80% for five years or more.



"You're used to handling men, darling; will you please speak to your son!"



NEW PRINCE MATCHABELLI PACKAGE holds a brace of colognes that complement each other. The motif on the four sides of the carton consists of drawings of ladies and gentlemen, 1890 vintage, "upon the seat of a bicycle built for two."

INGENIOUS WINE DECANTER is designed with deeply inset back pocket which can accommodate up to eight cubes of ice. Thus the beverage may be chilled without dilution or the bother of a separate ice bucket. The Monarch Wine Co. is introducing it for 1/2 gallon gift packages of malaga, concord or sweet grape wine. Bottle is made of hand-blown glass.

MOISTURE-RESISTANT envelope protects dormant plants. Double layers of tough Bakelite polyethylene film, heat-sealed around the edges, prevent moisture escaping from the material in which the roots are wrapped. Four-color illustrated labels of Wilson's Nurseries are sealed between layers of the plastic film.

NOVEL GIFT WRAPPING, timed for Valentine's Day and Father's Day promotions, is being introduced for its line of outerwear for men and boys by Fried, Osterman Co. Replica of a crown-bearing pillow has a top motif of a fold-up crown. Wrapping comes to retailers with supply of greeting messages.

Packaging To Sell



Light, Bright, Right—Ballantine's 4-foot beer sign was easily formed by plug-and-ring technique from single sheets of clear PLEXIGLAS. Inside surfaces are decorated with blue, yellow and white coatings. Neon, incandescent lamps, slim line, or cold cathode are satisfactory means of lighting this type of sign.



It's **PLEXIGLAS** Signs for Ballantine's... for high brilliance—low maintenance cost

Now you can make neon signs much more legible, and at the same time cut their maintenance costs. PLEXIGLAS does the trick. Actual year-and-a-half use by Ballantine proves that signs faced with PLEXIGLAS *shine farther and last longer* than the exposed neon alone.

If neon sign maintenance costs are *your* problem—or if you want legibility at greater distances—try PLEXIGLAS. Lighted inside, this acrylic plastic is completely luminous, maintains trade-mark identification day or night. And because PLEXIGLAS is an *outdoor plastic*, resistant to breakage, weather and

aging, it protects delicate tubing from damage and cuts maintenance charges to the bone. One user estimates that PLEXIGLAS will reduce his maintenance costs as much as 80% on outdoor signs.

Send us your sign problems. We can work with your present supplier or direct you to sign companies familiar with the use of PLEXIGLAS. Literature and samples also are yours for the asking.

SEND FOR YOUR FREE COPY OF PLEXIGLAS FOR SIGNS

OTHER FAMOUS NAMES IN PLEXIGLAS
Coca-Cola • Shell Oil • RCA Victor • Goodyear
• Union Oil • Sun Oil • Socony-Vacuum



CHEMICALS



FOR INDUSTRY

**ROHM & HAAS
COMPANY**

WASHINGTON SQUARE, PHILADELPHIA 5, PA.

Representatives in principal foreign countries

PLEXIGLAS is a trade-mark, Reg. U. S. Pat. Off. and in principal foreign countries.
Canadian Distributor: Crystal Glass & Plastics, Ltd.,
282 St. Helens Avenue, Toronto, Ont.

ROHM & HAAS COMPANY

224 Washington Square, Philadelphia 5, Pa.

Please send me without obligation your new booklet, PLEXIGLAS for Signs.

Name _____ Title _____

Company _____

Address _____

City _____ State _____

IN CLEVELAND EVERY DAY



* Ohio's
Largest
Daily

Seven out of ten read The Press

Everywhere in Cleveland—where people live, where people gather, where people buy — you can be sure that seven out of ten read The Cleveland Press. The Press is everybody's newspaper. It has strength in all parts of Greater Cleveland and among all of its people.

In America's 6th market

The Press either greets the breadwinner when he arrives at home or comes home with him. Either way, this newspaper is a definite part of the family in seven out of ten Cleveland homes every day. Top coverage means top results, and top results mean more value for your advertising dollar.

..... IT IS STILL POSSIBLE TO MOVE MORE GOODS PER DOLLAR INVESTED



In Cleveland it's

The Cleveland Press

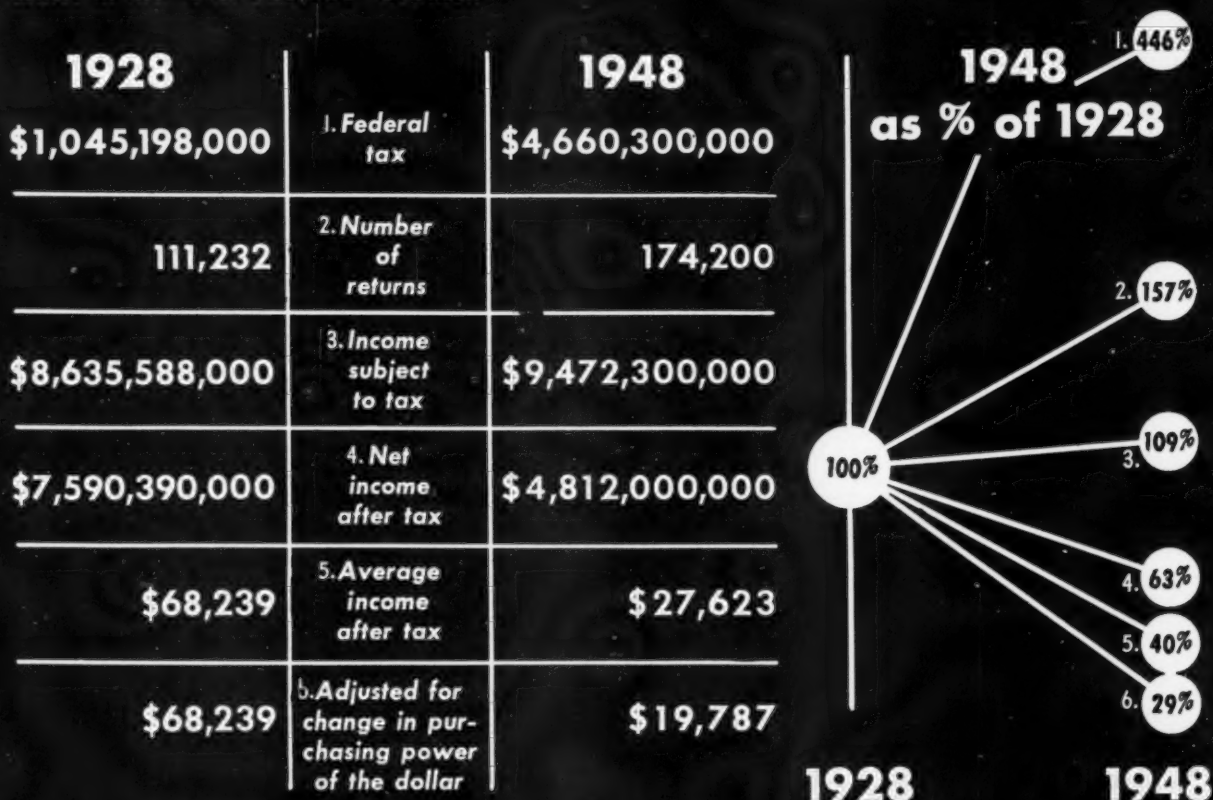
MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

WHY RISK CAPITAL IS SO SCARCE

The House-Senate Economic sub-committee reports that the country is threatened by a lack of venture capital, and that "... the majority of people with savings are more desirous of security than they are for large profits from new ventures. They are therefore investing more of their savings in government bonds, in life insurance policies, and in savings banks."

One obvious reason for the dearth of risk capital is that it is so difficult to create new savings today because the graduated taxes are so stiff. Here are comparisons, 1928 vs. 1948, for incomes in the "over \$25,000" bracket.




Squeezed both by rising taxes and higher living costs the "over \$25,000" taxpayer finds his savings margin reduced, and in many cases wiped out.

PICTOGRAPH BY
Sales MANAGEMENT
2-15-50

Source: January letter of National City Bank of New York





Television cost this advertiser

3.1 cents for every dollar of sales

Know a salesman who can write 6,434 orders for \$6,434 in fifteen minutes? Doubleday and Co. knows one . . . WNBT's Jon Gnagy.

Gnagy is an artist and television star of "You Are an Artist". He's also the author of "How to be an Artist" . . . published by Doubleday.

Doubleday spent \$200 for the time it took Jon Gnagy to put on his television show and offer his book for a dollar.

Of the 38,000 families looking in (only 4% of the 950,000 homes in WNBT's area*), 6,434 sent in a dollar, *direct sales response from one family in every six.*

Doubleday & Co. is just one of many advertisers whose products have moved *fast* through the use of the superior facilities of television stations represented by NBC SPOT SALES . . . for these stations are unsurpassed among all visual media for impact, for audience response, for *sales results.*

representing television stations:

WNBT	New York
WNBQ	Chicago
KNBH	Hollywood
WPTZ	Philadelphia
WBZ-TV	Boston
WNBK	Cleveland
WNBW	Washington
WRGB	Schenectady

NBC SPOT SALES

New York • Chicago • Cleveland • Hollywood • San Francisco

* As of Dec. 6, 1949, the date of the offer. On Feb. 1, 1950 WNBT's area included 1,060,000 TV homes.

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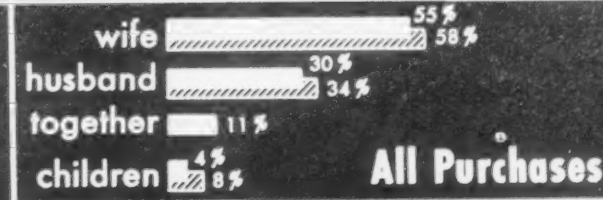
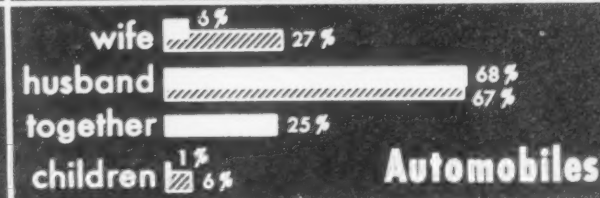
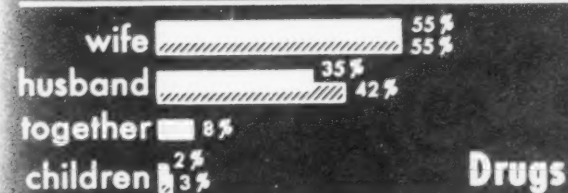
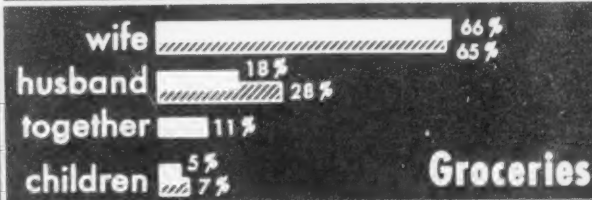
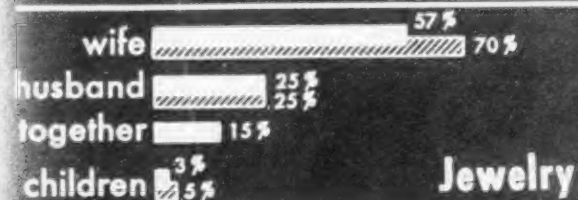
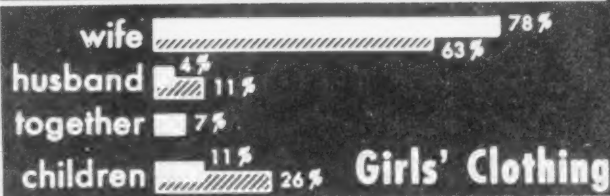
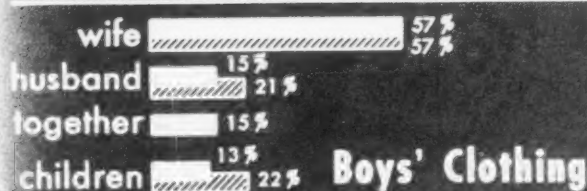
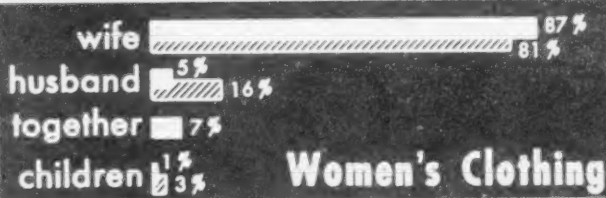
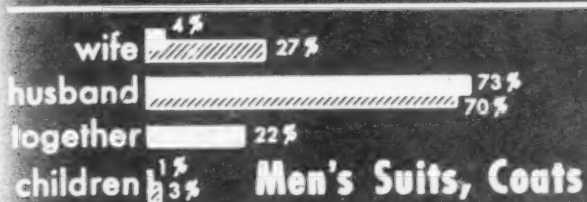
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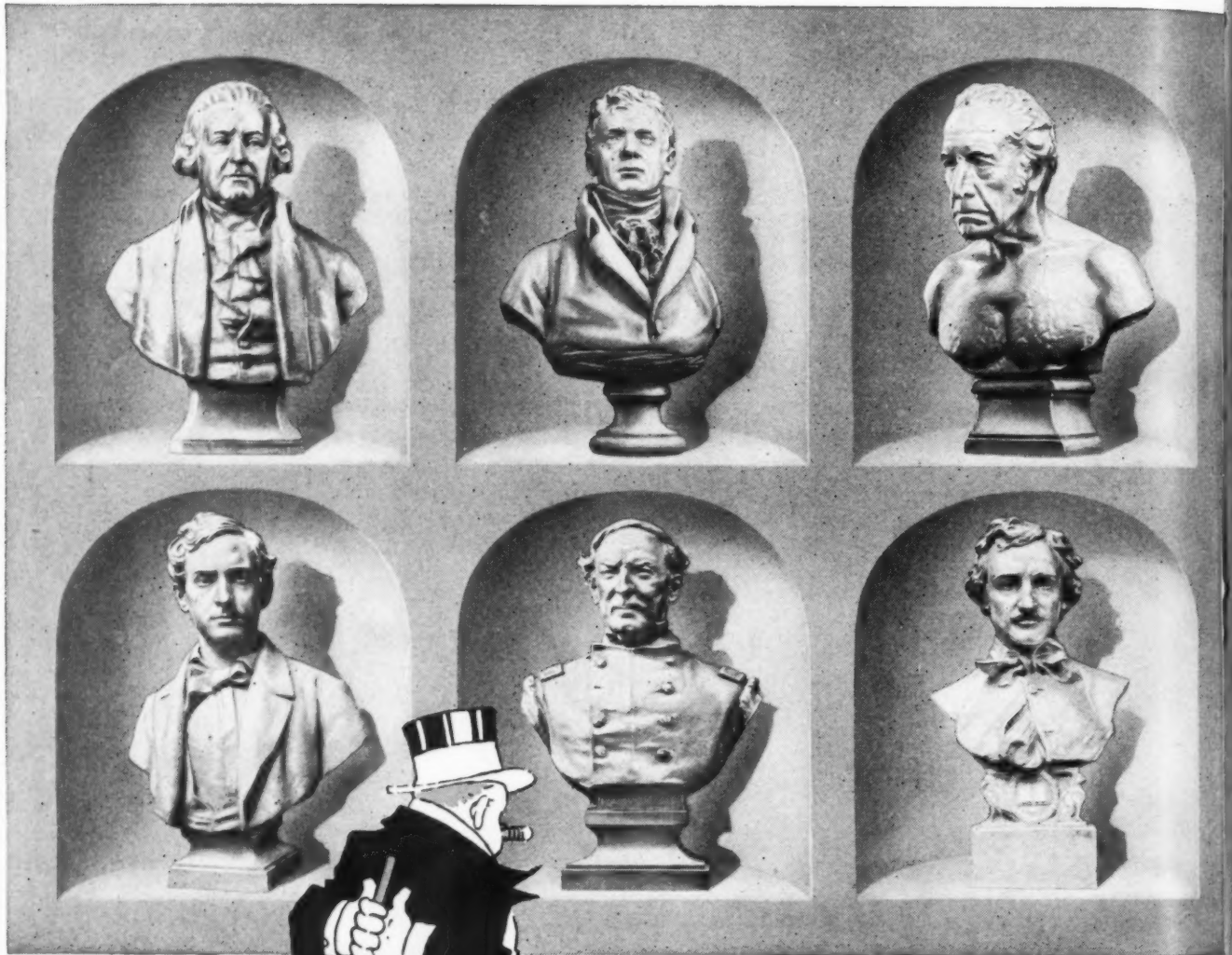
Who Influences

Women long have been credited with making 80% of the retail purchases. 'Tain't so, says Professor Paul Converse of the University of Illinois, who with Merle Crawford conducted a study using student investigators from six colleges. Women do 55% of the buying, men 30%, husband and wife together 11% and the kids 4%, according to Converse.

 **BUYS**
 **INFLUENCES**



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Do you know?

There's a president, here.

There's an inventor, a painter, an actor, an admiral and a poet.* Oh, yes...and a fellow whose face you can't see.

Except for the latter, every one of these people has had such a profound effect upon the history of the country that his bust is in the Hall of Fame.

But though you study them for hours, you may recognize only the chap whose face is hidden.

Yet Maggie's famous husband, Jiggs, achieved fame in the comics!

Is there any more graphic way of demonstrating the tremendous editorial impact of PUCK, the only national comic weekly? Doesn't it show how PUCK's all-star cast of characters has woven itself into America's life...Jiggs, who "sold" corned beef and cabbage; Popeye, who made spinach a top favorite; Dagwood, who helped the U.S. Atomic Energy Commission explain nuclear energy?

Do you wonder that such hard-headed firms as the Colgate-Palmolive-Peet Company, the Ford Motor Company, General Foods Corporation, and many others spend millions of their advertising

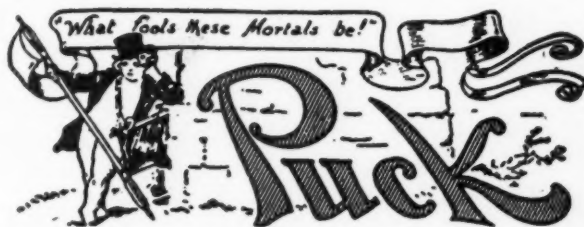
dollars in PUCK, The Comic Weekly?

Educators speak of comics as "a social force" that constantly helps shape our manners, morals, and thinking. But shrewd business men speak of the comics as a tremendous "sales force"!

PUCK, The Comic Weekly, distributed with 15 great Sunday newspapers from coast to coast, (with its two advertising affiliates) reaches more than 18,000,000 adults (and their youngsters) in 7400 communities where 83% of all retail sales are made.

Year after year readership reports show PUCK delivering 3 to 5 times more thorough readers of advertising per dollar than top weekly magazines. If you want to know why advertising in PUCK is so effective in selling goods, ask us about "Getting More Out of the Dollar!"

*The busts (left to right, top to bottom) of President John Adams, Inventor Robert Fulton, Painter Gilbert Stuart, Actor Edwin Booth, Admiral David Glasgow Farragut, Poet Edgar Allan Poe, are all in the New York University Hall of Fame, now celebrating its Fiftieth Anniversary.

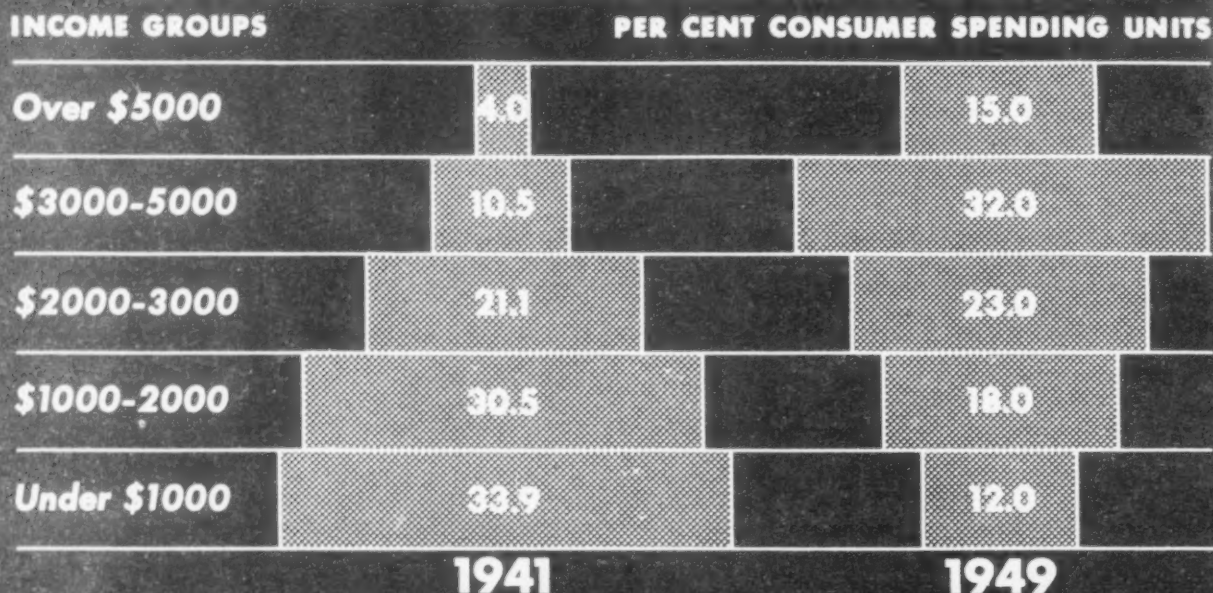


THE COMIC WEEKLY

The Only NATIONAL Comic Weekly
63 Vesey St., N. Y., Hearst Bldg., Chicago, 406 Hearst Bldg., San Francisco

INCOMES and SAVINGS, 1948-49

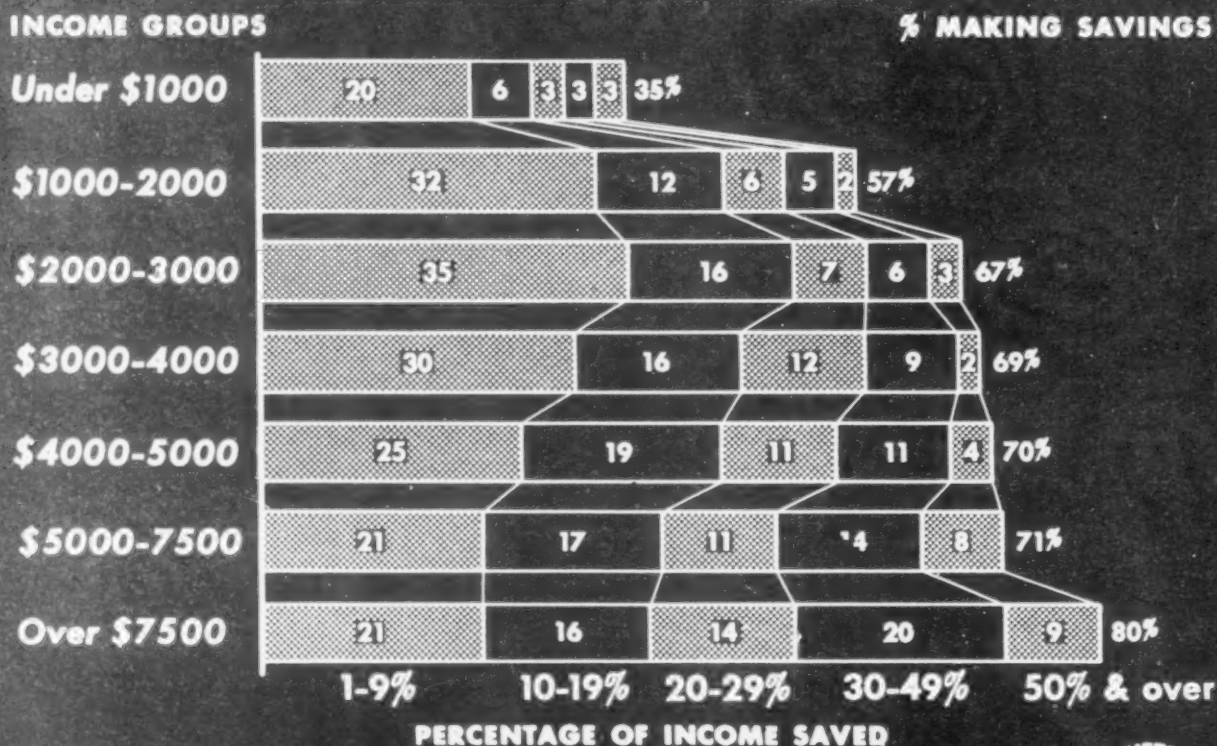
A. CHANGES IN INCOME GROUPS

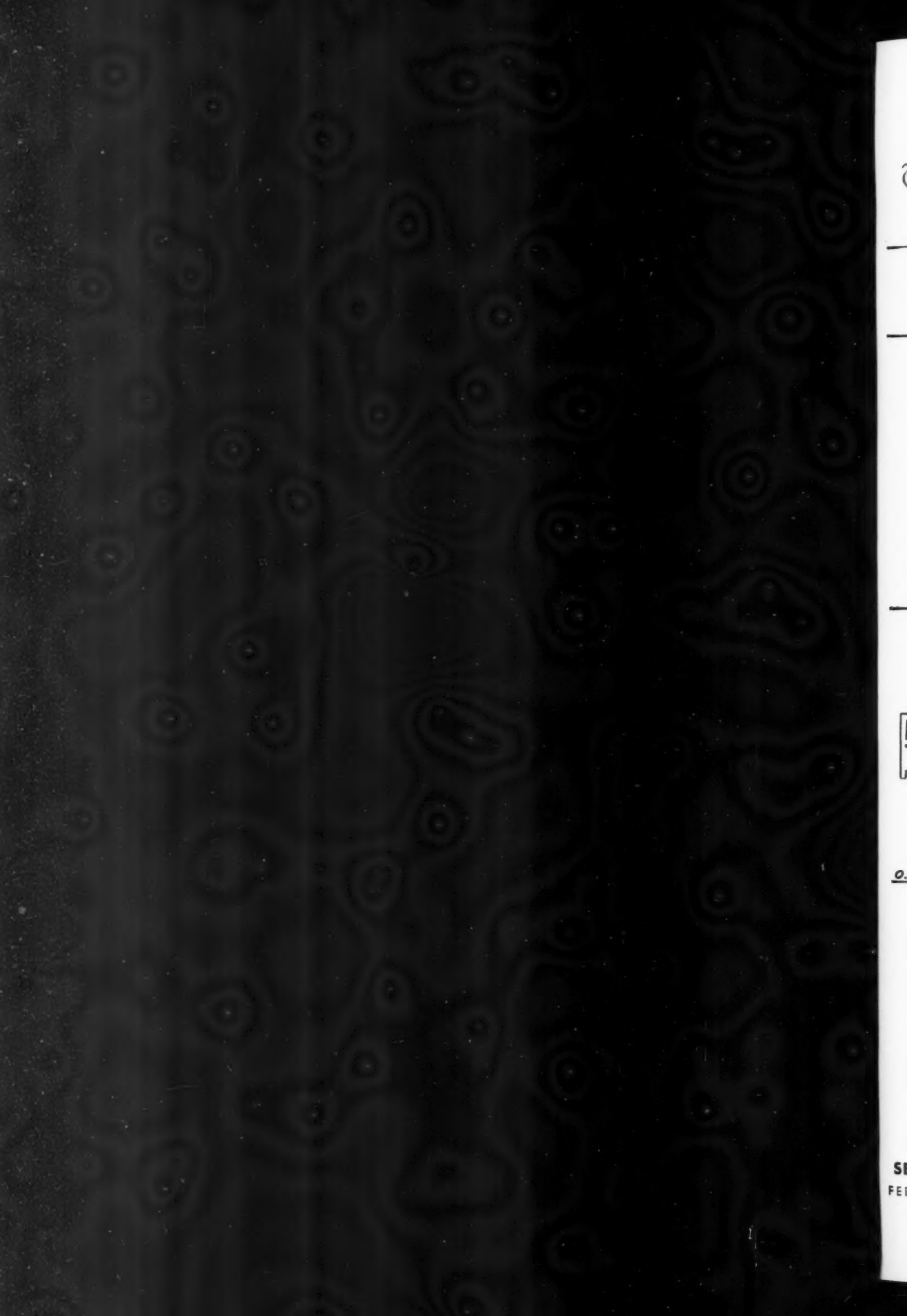


This stepping-up in the middle-to-top group has tremendous marketing significance.

A trifle less than two thirds of all consumer spending units saved some money in 1948, about 5% broke even, and nearly a third went in the hole.

B. WHAT EACH GROUP SAVED





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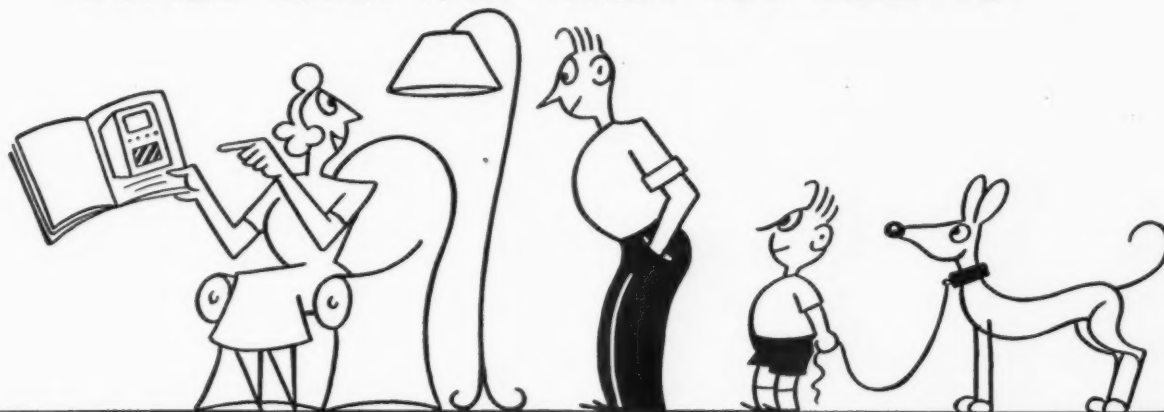
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THE MONEY PAID OUT IN PAYROLLS



COMES BACK FAST-WHEN YOU SELL TO



THE BIG-EARNING, FAST-SPENDING, WAGE-EARNER MARKET



O.SOGLOW

THROUGH

TRUE STORY Women's Group

TURNING YOUR PAYROLL DOLLARS INTO HOMING PIGEONS

No other road to America's big-earning, fast-spending WAGE-EARNER Market offers you these advantages:

1. In one package, you reach 8,575,000 women... shoppers for nearly 30% of all wage-earner families. And 2 out of 3 are in "age of acquisition"—30's or younger.
2. You reach this market at rock-bottom cost—only \$1.22 per thousand! (applying maximum discounts)
3. 90% of magazine ad dollars are spent in magazines which are over the heads of this market (research available). TSWG speaks their language.
4. They're the current active buyers at any given time—they shell out \$728,000 every month *at the newsstands alone* just for the magazines in the TRUE STORY Women's Group.

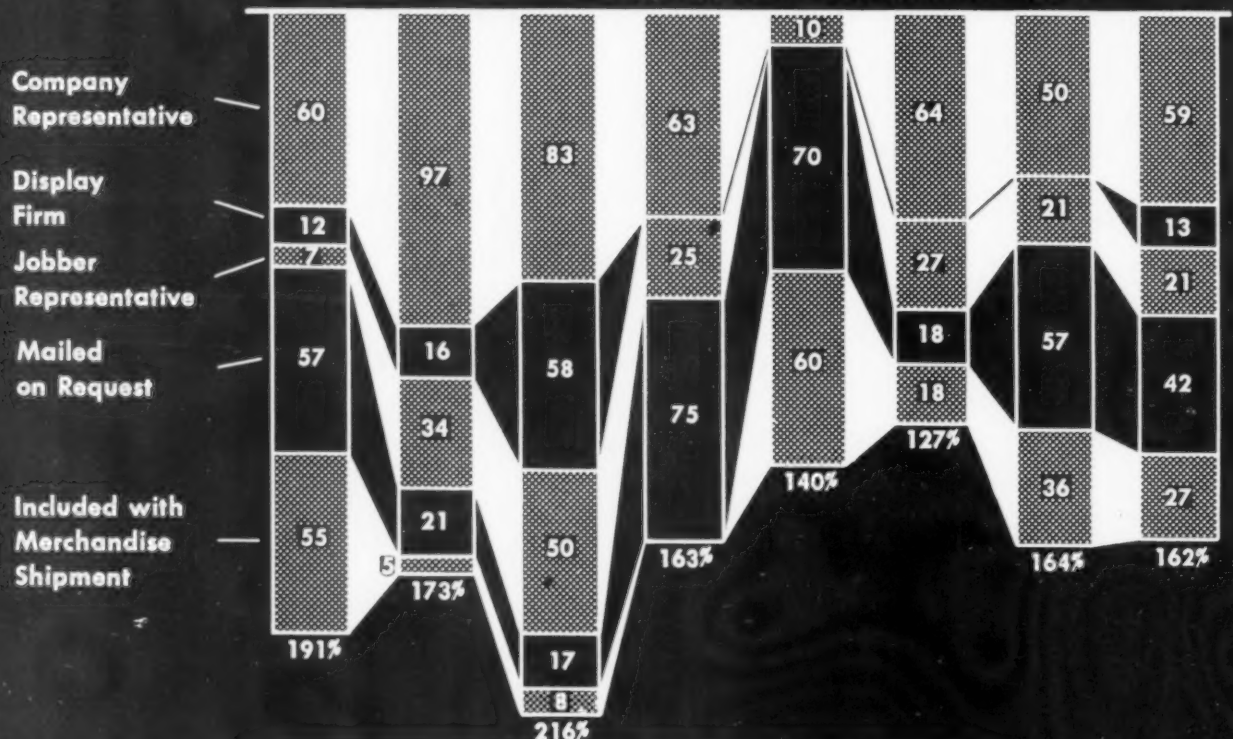
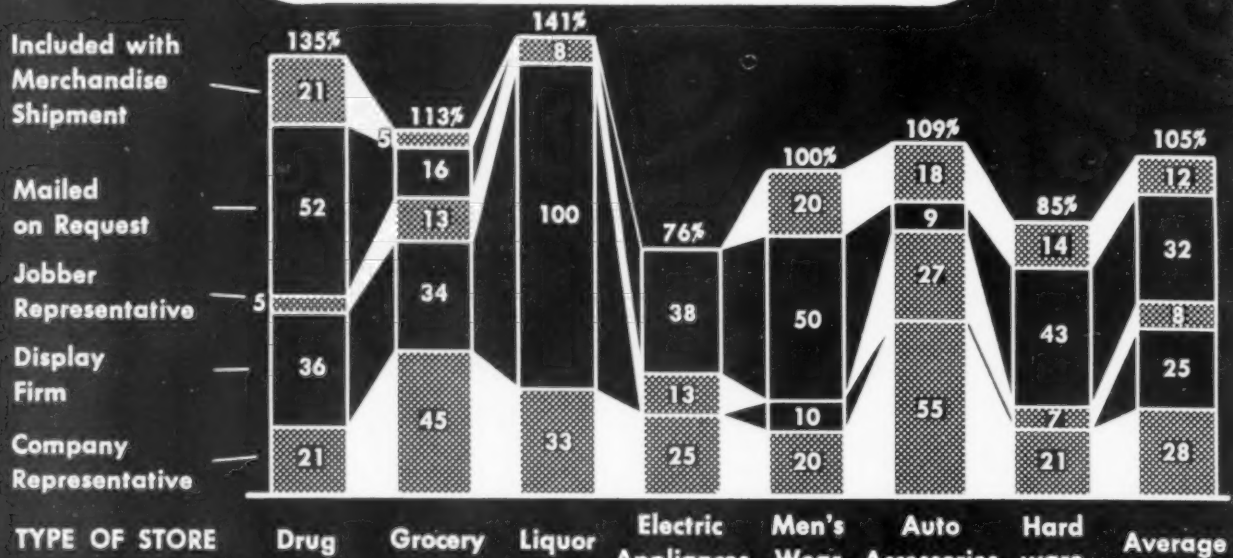
SELLING THE FAST-SPENDING WAGE-EARNER MARKET AT ROCK-BOTTOM COST!

FEBRUARY 15, 1950

HOW DISPLAYS ARE DISTRIBUTED

A. WINDOW DISPLAYS

(large cutouts, fall window installations)



B. INTERIOR DISPLAYS

(counter and floor merchandisers, wall and shelf displays, cards, decals, streamers, banners)

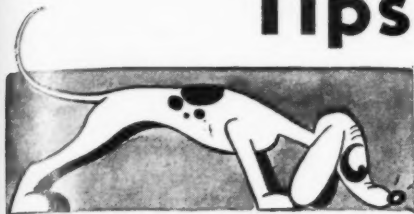
The survey shows the practices of 150 national advertisers. Percentages add to more than 100% because most companies use more than one method of distribution. In the grocery field, for example, distribution of window displays by the company's own men is the most widely used method, followed by professional installation firms, and mailing on request.

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Tips



The Jewish Food Market: Food manufacturers and their advertising agencies will find very helpful a new booklet, "The Jewish Dietary Laws in the Day-to-Day Life of the Jew," by Joseph Jacobs, consultant for the Jewish Market. It describes in full the preferences Jewish people show for certain foods, Jewish eating and buying habits. Included is a list of typical dishes served in all Jewish homes, whether orthodox, conservative or reform. For copies, write to Joseph Jacobs Organization, 1 E. 42nd St., New York 17, N. Y.

Britain Under the Labor Government: Reprints of the second installments of a twin series of articles on British industry are readied for distribution: (1) "How Bureaucrats Bungle Britain's Buying" by Stuart F. Heinritz, editor of *Purchasing*; (2) "Nationalization Saps the Efficiency Out of Industry" by Carl C. Harrington, editor of *Mill & Factory*. Both editors have recently returned from England after inspecting the workings of British industry under Socialistic rule. Their findings are technically exact, dispassionate, and current. Write to Conover-Mast Publications, Inc., 205 East 42nd St., New York 17, N. Y.

What Do People Buy? "Ideas . . ." says Marion Harper, Jr., president of McCann-Erickson, Inc. "Ideas are what sellers must sell . . . Ideas are what line the shelves of our pantries and refrigerators, what we brush our teeth with, shave with, bathe with, dress in. Ideas are what we eat, where our children go to college . . . In fact, it is not too much to say that the chief area of competition in the world of sales today is the area of competition in getting and communicating sales ideas . . ." This and more Mr. Harper recently told members of the Chicago Federated Advertising Club. Reprints of his stimulating and provocative talk, "The Care and Feeding of Ideas," on how the application of the right idea has turned the raw materials of sales into the finished product of competitive success, are now available on request to McCann-Erickson, Inc., 50 Rockefeller Plaza, New York, N. Y.

FEBRUARY 15, 1950



Consumers . . . 122,000 in the City Zone . . . more than 200,000 in Trading Zone

Coverage . . . 99.8% in City Zone . . . dominant coverage in Trading Zone

Cost . . . One low cost of 16c per line

Circulation . . . A.B.C. 44,261

THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •
- TROY, N. Y.



C. E. Jefferson has been appointed vice-president of traffic of the Canadian Pacific Railway Co., with headquarters in Montreal.

Mr. Jefferson says, "The Wall Street Journal is invaluable for keeping one well-informed on current business trends."

The 236,977 daily readers of The Wall Street Journal are America's best informed business men. They include important decision makers at all levels of business in the United States and Canada.

Sales executives recognize the 236,977 daily Journal readers (including over 24,000 vice presidents) as the big (and the buying) market of production and distribution.

Only IN THE PANTAGRAPH

Can You Reach 117,000 People In Central Illinois

No other newspaper or group of papers can begin to cover this rich, responsive market.

THE PANTAGRAPH
BLOOMINGTON, ILLINOIS

Over a Century of Community Service

REPRESENTED NATIONALLY BY GILMAN, NICOLL & RUTHMAN

Shop Talk

Fun-Poker

The man who drew the cartoon about the rancher who bought the Brooklyn Bridge, which so many of you enjoyed in the December 15 issue, is a Californian, the proprietor of a music store in Santa Ana. He draws as a hobby, and for profit. He's back in this issue (page 117) with a cartoon which shows how cruel he can be to the feminine sex. His name is Burr Shafer.

Shafer never went to art school. In his youth, however, he took up oil painting as a hobby and his work was exhibited in galleries and museums up and down the Pacific Coast. The only difficulty was that the paintings didn't sell. "So," says he, "I investigated the possibilities in cartooning. I had heard somewhere that cartoons could be sold." He proved it. His first was accepted by *The Saturday Evening Post*.

Shafer made use of his early business schooling when he took over the family music store. He still runs the store in the daytime, draws cartoons at night. He is married and he's three times a grandfather. Although he has sold several thousand cartoons, he still says it's just a hobby and stoutly maintains that he is an amateur.

Amateur or not, his technique has great vigor and such a high degree of individuality that cartoon fans need not look at the signature to know whose work is in print. You'll see more of him in SM.

Author! Author! Weston Smith, whose glib brain and greased type-writer turned out the excellent article in this issue (page 56) on annual reports, is executive vice-president in charge of public relations for *Financial World*. He's the originator and director of a project called Annual Report Surveys, having introduced, in 1945, the "Oscar of Industry" awards for best annual report in each industry. In 1946 Smith was the recipient of the Anvil of Public Opinion trophy for the most meritorious public relations program among all American publications, awarded by the American Public Relations Association.

Over-the-Counter Salesmanship: If you've been brooding over the number of sales lost at the retail counter because of the generally low character of retail salesmanship, and you are considering the advisability of writing a simple manual for distribution among young dealers' salespeople, you might like to ask the Acrobat Shoe Co. Division of General Shoe Corp. (Nashville, Tenn.) if they'd be willing to send you a copy of "Words Make Sales." It's a 24-page booklet, simply written, with chapters on "How to Handle Obstacles," "Examples of Benefits," "Qualities of a Successful Salesman." It's well done.

Blanket Story

When I was a youngster in high school, I worked during the summers in retail stores. I had one job in a men's clothing store at the peak of the silk shirt boom. From that experience I learned one lesson in salesmanship: Never judge, by his looks and his deportment, how much money a prospect is willing to spend. Dozens and dozens of factory workers came into that store on Saturday night. Dozens who looked as though they were prospects for a good clean pair of overalls sallied straight to the shirt counter and went away with one, two and sometimes three silk shirts at \$15 or \$20 apiece.

During two of those summers I worked in a dry goods store . . . the type of store where the owner knew thousands of customers by their first names, and where people were treated with the patience and courtesy that is so lamentably lacking in so many retail establishments today. I soon learned what manufacturers, and what jobbers, "rated" with the store owner. One such house was the Faribault Woolen Mills of Faribault, Minn.

Last week, one day at luncheon, I got into discussion with some friends about the tendency so many salesmen exhibit toward overstatement, a fault which, if carried to extremes, is almost sure to result in disbelief and distrust, and sometimes bitter disenchantment, on the part of the buyer. That conversation reminded me of my retail selling experience and the case of Faribault.

The store owner not only "carried" Faribault blankets, but he pushed them with such sincerity and backed them with such strong personal recommendation that his volume, for a small store, was a justifiable source of pride.

Sure, they were good blankets. Thick and woolly and warm and wonderful to the touch. But the secret of the store owner's love for them was something that didn't directly concern quality or price . . . it was something that reflected a policy in the company that made them. It was this: The blankets *always measured slightly longer and wider than the dimensions printed on the label.* They were full size, *plus.* The respect of the store proprietor for a house that made a practice of delivering just a little more value than custom or clean business would require was unbounded. I doubt if there lived a salesman working for a competitive manufacturer who could have taken that business away.

So far as I know, nobody from the factory ever made a point of mentioning the extra measure in those blankets as a sales argument. I think the store owner discovered it for himself, and that was why it made such a lasting impression on him.

Perhaps there's a lesson in salesmanship in this story. We spend a great deal of time and effort, today, in giving our salesmen full instruction in product values. We're adept at singing songs about the little product that "has everything." We even go beyond that: We believe that every good salesman should sell with enthusiasm. We think enthusiasm is so precious a quality that it carries with it a sort of poetic license to hyperbole. We're not as careful as we should be about calling attention to the dangers inherent in over-selling.

I'm willing to grant that more sales are probably lost through under-selling than through over-selling. But I can't forget the story of the Faribault blankets. The question I want to raise is this: Isn't there a case to be made in favor of under-selling—at least in some sales situations and with some products and some prospects? I believe there are thousands of prospects who might derive a tremendous amount of pleasure and satisfaction out of discovering for themselves that a product really has something *more* than the salesman claims for it.

On second thought, I wonder if the employment of this technique is really under-selling at all. Isn't it, rather, an expression of exceptional skill in salesmanship? It seems to me to be a most effective type of strategy to use with the buyer who is obviously fearful of high pressure, who is particularly keen on getting full value for his dollar, or who is harboring resentment as a result of an unsatisfactory previous buying experience.

Maybe I'm wrong in using the term "under-selling." Maybe I'm talking about what is generally described as "low pressure" selling. It's a type of salesmanship that I admire extravagantly because I so often find myself responding to it by saying "yes" and putting some cash on the barrelhead.

I do not believe we have sufficiently explored the techniques of star salesmen who sell this way (and there are many, many of them), to find out exactly how they get their results. I'm pretty sure of one thing: Its essential ingredient is confidence. The man who sells this way sells with great confidence. And he gets the business because he breeds great confidence in his prospects.

A. R. HAHN
Managing Editor



Year after year America's leading merchandisers rely on Artkraft* Signs because they assure greater value. Mass production methods and unequalled manufacturing facilities make possible the world's finest signs at moderate cost.

Artkraft*

**OUTDOOR NEON SIGNS
AND PORCEL-M-BOS'D STORE
FRONT SIGNS**

Let our planning department develop for you, without obligation, a sign program that will work. Our design and engineering departments will create for you a sign to fit your requirements.



Artkraft*
SIGN COMPANY

Division of Artkraft* Mfg. Corp.

1137 E. Kibby St. Lima, Ohio

ONE CALL



FOR ALL

**RIVER RAISIN
DIMENSIONAL
DISPLAYS**

From
the basic idea
to the finished Display.

RIVER RAISIN PAPER CO.
DISPLAY DIVISION • MONROE, MICH.

A Picture of Hiring and Training

Today: a Re-Cap of the NSE Survey

Compared with practices in vogue before the war, today's job of selecting and qualifying salesmen is undeniably better. But the average company is far from efficient in its use of the full range of selection tools and techniques which are now available to improve our manpower performance.

This is a report of a comprehensive survey made in 1949 on the selection and training of salesmen. It was made by National Sales Executives, Inc., and the National Society of Sales Training Executives, under the direction of a committee headed by William Rados.

In addition to Mr. Rados the committee-members were: Joseph M. Bertotti, A. A. Hood, A. B. Shorb, Robert E. Stevens, Leroy N. Whitelaw, Richard Borden, Dwight Thomas, Robert M. Gamble, Harrison Mathews, Harold M. Maynard, C. Grover Wilson, and C. A. Zollin-hofer.

Major findings are reported in tabular form on these pages and the pages that follow. Reprints will be available about March 15, at a cost of 50 cents each, through SALES MANAGEMENT's Readers' Service Bureau.

Five hundred seventy-one sales executives furnished the information embodied in the analysis. Who they are by title, by number of salesmen employed, etc., is summarized below on these pages.

In its analysis of returns, the com-

mittee lists seven major findings regarding selection:

1. Executives whose methods of selection are working successfully report that it pays. But only 1 out of 3 is in this position. Two out of 3 are unable to place any specific value on their systems for selection. (See Table 36.)

2. The most relied-upon methods used in selection are still the traditional and apparently easy-to-use procedures built around personal interview and investigation techniques. (See Table 5.)

3. There is a conspicuous weakness in the use of modern and scientific selection methods that are considered basic in the success of a well-rounded selection program. These neglected techniques include Job Description, Specification of Qualities Necessary for Sales Success, Psychological Tests, and Interview Scoring Charts. (See Table 6.)

4. The use of aptitude testing has increased, and one-third of the companies using tests consider testing of value. (See Tables 5 & 6.)

5. The techniques of searching in-

to an applicant's past are in need of improvement, although "thorough inquiry into an applicant's entire history" is considered the best of those commonly used. (See Tables 5, 6 & 7.)

6. Little or nothing is being done by manufacturers to aid their dealers in manpower selection. (See Table 3.)

7. Eighty per cent of the manufacturers who sell through dealers or distributors have done nothing to aid their distribution channels to secure qualified retail or wholesale salesmen. (See Table 3.)

The committee recommendations:

1. Critically review results of your present hiring plan.

Dig out of the files your interview rating chart and other papers on which you made your evaluation of the salesman at the time he was hired. Compare your written prediction at the time of hiring with the salesman's subsequent performance. If your analysis shows that a satisfactory percentage of the men you hire actually make good, then your goal must be to prevent the erosion of your program through pressure of other duties. You must keep up your standards, and go on to seek for ways to increase further the percentage of outstanding men hired.

2. Institute or encourage studies by your dealers or distributors of the results of their hiring programs.

3. If selection results are unsatisfactory, examine your selection methods.

The list of selection methods in Table 5 provides a convenient check list.

4. Equip yourself with the basic tools of modern selection.

THE CHARACTER

of the SAMPLE

of the COMPANIES

REPRESENTED



By Position

Number replying: 556

1. General sales manager	165
2. Vice-president, sales	85
3. Branch sales manager	82
4. Sales training director	70
5. District manager	59
6. Other	56
7. Assistant sales manager	38
8. General manager	36

(Note: The total of 591 is accounted for by the fact that certain executives in which above functions are combined, classified themselves under more than one head.)

By Number of Salesmen Employed

1-9 men	77
10-24	106
25-49	43
50-99	20
100-999	16
1,000 and over	14

(Note: There were many other sizes of sales staffs reported ranging from 1 upwards, which drew from 1 to 7 replies each, which added to the above make the balance of 440 firms replying. The total number of salesmen employed by the 440 firms was 39,963.)

TABLE 1
Who Does the Hiring?

Number replying: 550
(Some gave more than one answer)

Analysis of replies:

Hired by sales manager	347
Field managers with home office review ..	214
Field managers entirely on their own responsibility	72
Rely on outside expert	15

TABLE 2

Who Prepared the Company's Selection Plan?

Number replying: 523

1. Sales manager	361
2. Sales training or personnel director ...	195
3. Consultant	88
4. Purchased ready-made plan	45

TABLE 3

Who Does the Hiring of Dealers' or Distributors' Men?

Number replying: 229

Dealer, no guidance from manufacturer ..	158
Dealer, using plan supplied by manufacturer	43
Other	36

TABLE 4

Are You Taking Systematic Steps to Improve Your Training or Selection Plan?

Number replying: 538

Yes	479
No	59

As a minimum you will need: salesman's job description, tailor-made application blank, statement of specific qualities you want in a salesman, interview scoring chart to help rate evaluation of applicant's qualities.

5. Undertake individual or group education in the skills of personal interviewing.

6. Consider the possible enrichment of your selection program by the addition of such advanced features as aptitude tests, weighted personal history items, and special physical examination with emphasis on psychiatric and neurotic tendencies.

The committee's comment on the training findings:

1. Ten subjects which bear directly on getting the order are universally the most popular subjects in sales training programs. These 10 subjects, applicable to all types of companies, lead the list in every type of training: training for new company men, for veterans, for dealers and distributors. They are: Developing Customer Goodwill; Determining Customer Needs; Overcoming Objections; Sales Approach; Organization and Use of Salesman's Time; Use of Kits, Samples and Portfolios; Product Presentation or Demonstration; Answering Questions; Getting Repeat Orders; Salesmen's Job

Duties. (See Tables 17 through 24.)

2. Subjects which specially reflect current market conditions are being minimized. (See Tables 17 through 24.)

3. Fifty per cent of sales training budgets are spent on creating application of training in the presence of live prospects. (See Table 25.)

One of the strongest findings in the entire survey is the vigorous allegation of most executives that they would spend \$500 out of each \$1,000 of sales training budget on supervising application of training in the presence of real prospects. This followup is carried out by different

(Continued on page 94)

By Number of Products or Items Sold

1-19 items	115
20-49	14
50-99	15
100-999	52
1,000 and over	72

(Note: Balance of replies range from 1 to 6 firms each selling a line of products ranging from 7 to 800 items in the line. Total replies: 379.)

By Company Position in the Industry

Number replying: 452

First position	240
Second	75
Third	59
Fourth	32
Fifth	25
Sixth	21

By Distribution Channels

Number replying: 571

(Some firms sell to two or more channels.)

To retailers	321
To wholesalers	258
To consumers	253
To manufacturers	214
Other	87
To manufacturers' agents	72

Hiring and Training Survey—(Cont'd)

TABLE 5

What Factors Are Included in the Procedure for Selecting Salesmen?

Number replying: 540

Total number of mentions: 4,085

	No. of Times Mentioned	% to Total Mentions
1. Inquiry of former employers	425	78.7%
2. Planned interview procedure	423	78.3
3. Two or more interviews required ..	399	73.9
4. Interviewer's recommendation to hire checked by committee, or qualified executive, etc.	294	54.4
5. Thorough investigation of applicant's entire history	288	53.3
6. Interview scoring blank	242	44.8
7. Specially designed, but not weighted, application blank	215	39.8
8. Written qualifications of salesman ..	209	38.7
9. Managers specially trained in inter- viewing	205	38.0
10. Routine physical examination	199	36.9
11. Written description of salesman's job	196	36.3
12. Application blank, not specially de- signed for salesmen	191	35.4
13. Form letter to references	187	34.6
14. Battery of aptitude tests	169	31.3
15. Minimum number of candidates who must be interviewed per each man hired	165	30.6
16. One or two aptitude tests	106	19.6
17. Weighted application blank	88	16.3
18. Special physical examination	84	15.6

TABLE 6

Among All Factors in Your Selection Plan, Which Factor Is the Weakest Point?

Number replying: 453

Total number of mentions: 760

	No.	Per Cent
1. Interview scoring blank	109	24.1
2. Application blank not specially de- signed for salesmen	70	15.5
3. Inquiries of former employers	61	13.5
4. Managers specially trained in inter- viewing	57	12.6
5. Planned interview procedure	55	12.1
5. Form letter to references	55	12.1
6. Written description of salesman's job	51	11.3
7. Written salesman qualifications.....	50	11.0
8. Minimum number of candidates who must be interviewed per man hired	48	10.6
9. Thorough investigation of applicant's entire history	38	8.4
10. Battery of aptitude tests	35	7.7
11. Two or more interviews required ..	25	5.5
12. Application blank specially designed for salesmen	23	5.1
13. Routine physical examination	21	4.6

(Continued in next column)

Table 6—(Cont'd)

13. One or two psychological tests	21	4.6
14. Interviewer's recommendation to hire checked by committee or qualified executive, etc.	16	3.5
15. Weighted application blank	15	3.3
16. Special physical examination	10	2.2

TABLE 7

Among All Factors in Your Selection Plan, Which Factor Is the Strongest Point?

Number replying: 489

Total number of mentions: 927

	No.	Per Cent
1. Planned interview procedure	244	49.9
2. Two or more interviews required ..	111	22.7
3. Thorough investigation of applicant's entire history	96	19.6
4. Battery of aptitude tests	80	16.4
5. Managers specially trained in inter- viewing	67	13.7
6. Inquiries of former employers	53	10.8
7. Special application blank, but not weighted	30	6.1
8. Interview scoring blank	29	5.9
8. Written description of salesman's job	29	5.9
9. Written qualifications	27	5.5
10. Weighted application blank	19	3.9
11. One or two aptitude tests	17	3.5
12. Minimum number of candidates who must be interviewed per salesman hired	13	2.7
13. Routine physical examination	10	2.0
13. Application blank not specially de- signed for salesman	10	2.0
14. Form letter to references	8	1.6
15. Special physical examination	7	1.4
15. Interviewer's recommendation to hire checked by committee or qualified executive, etc.	7	1.4

TABLE 8

What Is the Object of Sales Training?

Number replying: 565

1. Greater sales volume	502
2. Improved customer relations	433
3. Greater familiarity with company policies, personnel and product	380
4. Sell the complete line	377
5. Better demonstrations & sales presentations ..	365
6. Proper use of product by customer	302
7. Fewer lost sales	267
8. Better merchandising work	265
9. Reduced selling cost	234
10. Greater average dollar volume per call	230
11. Reduced complaints	211
12. Reduction in number of calls per order	181
13. More missionary work	151
14. Greater percentage of sales in the high profit items	150

What Instruction Materials Do You Use in Sales Training?

TABLE 9
For New Company Salesmen
Number replying: 538

	Number of Replies	Per Cent
1. Bulletins	458	85.1
2. Instruction manuals	416	77.3
3. Samples, models	355	66.0
4. Portfolios	317	58.9
5. Presentation manuals	296	55.0
6. Charts	218	40.5
7. Sound slide films	175	32.5
8. Home study courses	169	31.4
9. Sound motion pictures	138	25.7
10. Pocket cards	129	24.0
11. Slide films, silent	108	20.1
12. Recordings	98	18.2
13. Color slide films	68	12.6
14. Silent motion pictures	33	6.1

TABLE 10
For Veteran Salesmen
Number replying: 471

	Number of Replies	Per Cent
1. Bulletins	416	88.3
2. Instruction manuals	319	67.7
3. Samples, models	306	65.0
4. Portfolios	280	59.4
5. Presentation manuals	258	55.8
6. Charts	188	40.0
7. Sound slide films	157	33.3
8. Sound motion pictures	125	26.5
9. Home study courses	114	24.2
10. Pocket cards	109	23.1
11. Silent slide films	97	20.6
12. Recordings	86	18.3
13. Color slide films	62	13.2
14. Silent motion pictures	29	6.2

TABLE 11
For Dealer Salesmen
Number replying: 128

	Number of Replies	Per Cent
1. Bulletins	89	69.5
2. Instruction manuals	82	64.1
3. Portfolios	60	46.9
3. Presentation manuals	60	46.9
4. Samples, models	58	45.3
5. Sound slide films	55	43.0
6. Charts	52	40.6
7. Sound motion pictures	43	33.6
8. Pocket cards	31	24.2
8. Silent slide films	31	24.2
9. Recordings	25	19.5
10. Home study course	22	17.2
11. Color slide films	17	13.3
12. Silent motion pictures	9	7.0

TABLE 12
For Distributor Salesmen
Number replying: 116

	Number of Replies	Per Cent
1. Bulletins	89	76.7
2. Instruction manuals	69	59.5
3. Samples, models	67	56.8
4. Portfolios	56	48.3
5. Presentation manuals	52	44.8
6. Charts	49	42.2
7. Sound slide films	44	37.9
8. Sound motion pictures	39	33.6
9. Pocket cards	27	23.3
10. Silent slide films	25	21.6
11. Home study courses	24	20.7
12. Recordings	22	19.0
13. Color slide films	20	17.2
14. Silent motion pictures	10	8.6

What Types of Training Meetings Are Held?

TABLE 13
For New Company Salesmen
Number replying: 497

1. Round table conference	191
2. Series of meetings	180
3. Weekly meeting	163
4. Factory school	162
5. Daily meeting	126
6. Schools in key cities	81
7. Non-factory central school	27

TABLE 14
For Veteran Salesmen
Number replying: 440

1. Round table conference	207
2. Series of meetings	177
3. Weekly meeting	155
4. Factory school	106
5. Schools in key cities	76
6. Daily meeting	43
7. Non-factory central school	18

TABLE 15
For Dealer Salesmen
Number replying: 104

1. Series of meetings	49
2. Schools in key cities	41
3. Factory school	32
4. Round table conference	23
5. Weekly meeting	18
6. Daily meeting	9
7. Non-factory central school	8

TABLE 16
For Distributor Salesmen
Number replying: 93

1. Series of meetings	47
2. Round table conferences	32
3. Factory school	31
4. Schools in key cities	27
5. Weekly meeting	18
6. Non-factory central school	7



**RADIO BROADCASTING
IS DIFFERENT, TOO,
ON THE PACIFIC COAST!**

RADIO BROADCASTING certainly is different on the Pacific Coast. Thousands of mountain ranges (5,000 to 14,495 feet high), great distances between markets and low ground conductivity all put the Indian sign on long-range broadcasting.

It is necessary to use *local network stations* located in the important markets to reach all of the people all of the time.

Only Don Lee is especially designed for the Pacific Coast. Only Don Lee has a local network station in each of 45 important markets (the three other networks *combined* have only 48 stations).

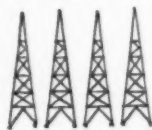
Only Don Lee has the flexibility to offer a *local network station* in the Pacific Coast markets where you have distribution.

LEWIS ALLEN WEISS, *Chairman of the Board* • WILLET H. BROWN, *President* • WARD D. INGRIM, *Vice-President in Charge of Sales*

1313 NORTH VINE STREET, HOLLYWOOD 28, CALIFORNIA • *Represented Nationally by* JOHN BLAIR & COMPANY

Of 45 Major Pacific Coast Cities

ONLY 10
have stations
of all 4
networks



3
have Don Lee
and 2 other
network stations



8
have Don Lee
and 1 other
network station



24
have Don Lee
and **NO** other
network station





It's the most logical, the most economical coverage you can get on the Pacific Coast. You buy only what you need, and you get what you buy every time.

That's why only Don Lee regularly broadcasts as many—or more—regionally sponsored programs as the other three networks combined.

Don Lee Stations on Parade: KWNW—WENATCHEE, WASHINGTON

Take a look at a population density map of the state of Washington. Note the concentration of population around Wenatchee. About 37 thousand people live within 25 miles of the KWNW transmitter. KWNW delivers LOCALIZED network service to these people who tend the fabulous orchards, the plains of wheat and the mining interests that make this area rich. The Don Lee Network serves a Pacific Coast population of 14,074,900 through 45 localized stations that reach the people where they live—where they spend their money!

The Nation's Greatest Regional Network



What Subjects Are Included in Your Sales Training Curriculum?

I. For New Company Salesmen

TABLE 17

Subjects of Much Emphasis Number replying: 543

Subject	Number of Replies	Per Cent
1. Salesmen's job duties	469	86.4
2. Developing customer goodwill	449	82.7
3. Determining customer needs	413	76.1
4. Career opportunity	160	41.1
5. Sales approach	361	66.5
6. Use of salesmen's time	354	65.2
7. Use of kits, samples, portfolio	347	63.9
8. Product presentation & demonstration	345	63.5
9. Answering questions	344	63.4
10. Career opportunity	339	62.4
11. Getting repeat orders	291	53.6
12. Product operation or use	276	50.8
12. Prospecting	276	50.8
13. Reports	272	50.1
14. Product manufacture	260	47.9
15. Analysis of territory	255	47.0
16. Routing	250	46.1
17. Selling types of buyers	236	43.5
18. Increasing average order	227	41.8
19. Buying motives	222	40.9
20. Displays & merchandising	204	37.6
21. Analysis of complaints	192	35.4
22. Product history	191	35.2
23. Product installation & servicing	187	34.4
24. Selling higher profit items	167	30.8
25. Sales expense control	144	26.5
26. Counseling dealer	139	25.6
27. Training dealer clerks	119	21.9
28. Analyzing dealer business	118	21.7
29. Selling franchise to dealers and distributors	86	15.8

TABLE 18

Subjects of Little Emphasis Number replying: 460

Subject	Number of Replies	Per Cent
1. Sales expense control	235	51.1
2. Analysis of complaints	198	43.0
2. Reports	198	43.0
3. Selling various types of buyers	197	42.8
4. Selling higher-profit items	192	41.7
5. Analysis of territory	186	40.4
6. Increasing size of average order	173	37.6
7. Buying motives	170	37.0
8. Prospecting	166	36.1
9. Routing	165	35.9
10. Displays & merchandising	150	32.6
11. Product history	148	32.2
12. Career opportunity	140	30.4
13. Use of kits, samples, portfolios	127	27.6
14. Analyzing dealer business	126	27.4
15. Counseling dealer	125	27.2
16. Training dealer clerks	123	26.7
17. Sales approach	122	26.5
18. Answering questions	117	25.4
19. Use of salesmen's time	116	25.2
20. Getting repeat orders	115	25.0
21. Overcoming objections	107	23.3
22. Selling franchise to dealers	106	23.0
23. Product manufacture	105	22.8
24. Product installation & service	95	20.7
25. Determining customer needs	73	15.9
26. Product presentation & demonstration	64	13.9
27. Product operation or use	56	12.2
28. Salesmen's job duties	55	12.0
29. Developing customer goodwill	54	11.7

II. For Veteran Salesmen

TABLE 19

Subjects of Much Emphasis Number replying: 446

Subject	Number of Replies	Per Cent
1. Developing customers	336	75.3
2. Determining customer needs	284	63.7
3. Overcoming objections	253	56.7
4. Salesmen's job duties	248	55.6
5. Use of kits, samples, portfolios	247	55.4
6. Use of salesman's time	239	53.6
7. Product presentation & demonstration	238	53.4
8. Answering questions	235	52.7
9. Getting repeat orders	224	50.2
10. Sales approach	210	47.1
11. Analysis of territory	206	46.2
12. Product operation or use	190	42.6
13. Prospecting	186	41.7
14. Increasing size of average order	184	41.3
15. Reports	179	40.1
16. Routing	174	39.0
17. Displays & merchandising	169	37.9
18. Analysis of complaints	168	37.7
19. Product manufacture	158	35.4
20. Selling various types of buyers	157	35.2
21. Buying motives	155	34.8
22. Career opportunity	147	33.0
23. Selling higher-profit items	146	32.7
24. Product installation & servicing	130	29.1
25. Counseling dealer	128	28.7
26. Sales expense control	127	28.5
27. Analyzing dealer business	110	24.7
28. Training dealer clerks	107	24.0
29. Product history	92	20.6
30. Selling franchise to dealers and distributors	76	17.0

TABLE 20

Subjects of Little Emphasis Number replying: 389

Subject	Number of Replies	Per Cent
1. Sales expense control	170	43.7
2. Selling various types of buyers	169	43.4
3. Reports	168	43.2
4. Career opportunity	160	41.1
5. Routing	151	38.9
6. Buying motives	150	38.6
7. Prospecting	149	38.3
8. Analysis of complaints	147	37.8
9. Salesmen's job duties	143	36.8
10. Sales approach	142	36.5
11. Selling higher-profit items	139	35.7
12. Analysis of territory	138	35.5
13. Increasing size of average order	136	35.0
14. Product history	134	34.4
15. Use of kits, samples, portfolios	124	31.9
16. Use of salesmen's time	121	31.1
17. Answering questions	120	30.8
18. Displays & merchandising	111	28.5
19. Product manufacture	108	27.8
20. Getting repeat orders	105	27.0
21. Overcoming objections	102	26.2
22. Training dealer clerks	96	24.7
23. Counseling dealer	89	22.9
24. Analyzing dealer business	88	22.6
25. Product installation & servicing	87	22.4
26. Selling franchise to dealers	79	20.3
27. Determining customer needs	78	20.0
28. Product presentation & demonstration	70	18.0
29. Product operation or use	64	16.4
30. Developing customer goodwill	53	13.6

What Subjects Are Included in Your Sales Training Curriculum?

III. For Dealer Salesmen

TABLE 21

Subjects of Much Emphasis Number replying: 113

Subject	Number of Replies	Per Cent
1. Developing customer goodwill .	71	62.8
2. Determining customer needs .	62	54.9
3. Product presentation & demonstration .	60	53.1
4. Overcoming objections .	58	51.3
5. Product operation or use .	57	50.4
6. Use of kits, samples, portfolios	56	49.6
7. Answering questions .	55	48.7
8. Displays & merchandising .	53	46.9
9. Product manufacture .	46	40.7
10. Sales approach .	45	39.8
11. Product installation & servicing	41	36.3
11. Buying motives .	41	36.3
11. Prospecting .	41	36.3
12. Getting repeat orders .	40	35.4
13. Salesmen's job duties .	39	34.5
13. Analysis of territory .	39	34.5
14. Selling higher-profit items .	36	31.9
15. Analysis of complaints .	35	31.0
16. Analyzing dealer business .	34	30.0
17. Increasing size of average order	32	28.3
17. Selling various types of buyers	32	28.3
18. Career opportunity .	31	27.4
18. Training dealer clerks .	31	27.4
19. Product history .	30	26.6
19. Use of salesman's time .	30	26.6
20. Counseling dealer .	29	25.7
21. Routing .	24	21.2
22. Reports .	22	19.5
23. Sales expense control .	17	15.0
24. Selling franchise to dealers .	15	13.3

TABLE 22

Subjects of Little Emphasis Number replying: 104

Subject	Number of Replies	Per Cent
1. Use of salesman's time .	49	47.1
2. Selling various types of buyers	44	42.3
3. Routing .	43	41.3
3. Sales approach .	43	41.3
3. Product history .	43	41.3
4. Sales expense control .	42	40.4
4. Salesman's job duties .	42	40.4
5. Reports .	41	39.4
6. Increasing size of average order	40	38.5
6. Answering questions .	40	38.5
7. Buying motives .	39	37.5
8. Analysis of complaints .	38	36.5
9. Selling higher-profit items .	37	35.6
9. Getting repeat orders .	37	35.6
10. Product manufacture .	36	34.6
11. Analysis of territory .	35	33.7
11. Career opportunity .	35	33.7
12. Prospecting .	34	32.7
13. Use of kits, samples, portfolios	33	31.7
14. Overcoming objections .	31	29.8
15. Training dealer clerks .	30	28.8
16. Determining customer needs .	29	27.9
17. Product installation & servicing	28	26.9
18. Analyzing dealer business .	27	26.0
18. Counseling dealer .	27	26.0
19. Displays & merchandising .	26	25.0
20. Product presentation & demonstration .	25	24.0
21. Product operation or use .	21	20.2
21. Selling franchise to dealers .	21	20.2
22. Developing customer goodwill .	20	19.2

IV. For Distributors

TABLE 23

Subjects of Much Emphasis Number replying: 95

Subject	Number of Replies	Per Cent
1. Product presentation & demonstration .	58	61.1
2. Developing customer goodwill .	56	59.0
3. Determining customer needs .	51	53.7
4. Product operation or use .	50	52.7
4. Use of kits, samples, portfolios	50	52.7
4. Displays & merchandising .	50	52.7
5. Getting repeat orders .	48	50.5
5. Overcoming objections .	48	50.5
6. Product manufacture .	46	48.4
7. Answering questions .	43	45.3
8. Product installation & servicing	38	40.0
9. Sales approach .	37	39.0
9. Increasing size of average order	37	39.0
10. Salesmen's job duties .	35	36.9
11. Analysis of territory .	34	35.8
12. Selling higher-profit items .	32	33.7
13. Buying motives .	31	32.6
13. Counseling dealer .	31	32.6
14. Prospecting .	30	31.6
15. Analysis of complaints .	29	30.5
16. Career opportunity .	28	29.5
17. Selling various types of buyers	27	28.4
18. Analyzing dealer business .	26	27.4
19. Selling franchise to dealers .	23	24.2
20. Product history .	22	23.2
20. Use of salesman's time .	22	23.2
21. Reports .	20	21.1
21. Training dealer clerks .	20	21.1
22. Routing .	13	13.7
23. Sales expense control .	7	7.4

TABLE 24

Subjects of Little Emphasis Number replying: 85

Subject	Number of Replies	Per Cent
1. Routing .	42	49.4
2. Product history .	40	47.0
3. Selling various types of buyers	38	44.7
4. Use of salesman's time .	36	42.3
5. Sales expense control .	35	41.2
6. Reports .	34	40.0
6. Sales approach .	34	40.0
7. Analysis of territory .	33	38.8
8. Salesman's job duties .	32	37.6
8. Prospecting .	32	37.6
9. Increasing size of average order	31	36.5
9. Answering questions .	31	36.5
10. Overcoming objections .	29	34.1
10. Buying motives .	29	34.1
10. Use of kits, samples, portfolios	29	34.1
11. Analysis of complaints .	28	32.9
12. Career opportunity .	26	30.6
12. Selling higher-profit items .	26	30.6
12. Training dealer clerks .	26	30.6
12. Displays & merchandising .	26	30.6
13. Analyzing dealer business .	23	27.0
14. Product installation & servicing	20	23.5
15. Counseling dealer .	19	22.3
16. Selling franchise to dealers .	18	21.2
16. Getting repeat orders .	18	21.2
16. Product presentation & demonstration .	18	21.2
16. Determining customer needs .	18	21.2
17. Product manufacture .	16	18.8
18. Developing customer goodwill .	14	16.5
19. Product operation or use .	13	15.3

Presented
in cooperation with
WEIRTON STEEL COMPANY
and
Photographed in its
PLANTS and MILLS

There's a

VISUAL STORY

in selling your product

. . . any product . . . and you can tell it and sell it most effectively with films. And the story can be told visually to fit any size budget.

★ ★ ★

These production scenes are from "Tinplate," the motion picture dramatization of an object as commonplace as a tin can. This film in Atlas "Custom-Color" for Weirton Steel Company is selling tinplate and its uses not only in the United States, but in foreign markets as well.

★ ★ ★

ATLAS—a producer of motion pictures, slidefilms, and TV commercials—has served all types of industry for more than 35 years. Our many repeat orders reflect client satisfaction with the quality of our productions and also prove that films help sell their products.

Sound



System

ATLAS FILM CORPORATION

Creators and Producers

1111 SOUTH BOULEVARD

•

OAK PARK, ILLINOIS

Chicago. AUstin 7-8620

TABLE 25

If You Were to Spend \$1,000 on Sales Training, How Would You Allocate It Over These Three Steps?

Number replying: Part I, 522; Part II, 530; Part III, 505.

MATERIALS: Manuals films, charts, bul- letins, etc.			METHODS: Meetings, schools, trainer, etc.			APPLICATION: Prac- tice assignments, sup- ervised coaching of men in field, etc.		
Replies	% of \$1,000		Replies	% of \$1,000		Replies	% of \$1,000	
1.	123	20	1.	92	50	1.	120	50
2.	91	10	2.	89	40	2.	67	40
3.	66	25	3.	80	30	3.	60	20
4.	50	40	4.	54	20	4.	54	30
5.	49	30	5.	53	25	5.	39	60
6.	48	50	6.	33	35	6.	32	25
7.	25	15	7.	25	60	7.	23	10
8.	13	35	8.	20	10	8.	20	35
9.	11	60	9.	18	15	9.	19	70
10.	9	34	10.	12	33	10.	13	45
			11.	11	45	11.	12	75
			11.	11	70			

18 other percentages ranging from 1 to 75% drew from 1 to 8 replies each, totalling 37 replies.

16 other percentages ranging from 2 to 100% drew from 1 to 7 votes each.

19 other percentages ranging from 10 to 100% drew from 1 to 8 replies each.

TABLE 26

What Does It Cost to Train a Salesman?

I. Manufacturers' sales force

Number replying: 478

Investment per Man in These Items Is Less Than \$50	Investment per Man in These Items Is \$50 to \$100	Investment per Man in These Items Is Over \$100
Sales portfolio 178	Instruction material 106	Salaries during training .. 361
Instruction materials 160	Sales portfolio 91	Cost of instructor 266
Promotion of program ... 79	Salaries during training .. 53	Application 145
Application 50	Promotion of program .. 40	Instruction material 96
Cost of instructor 25	Cost of instructor 38	Promotion of program .. 91
Salaries during training .. 11	Application 27	Sales portfolio 59

II. Dealer salesmen

Number replying: 83

Investment per Man in These Items Is Less Than \$50	Investment per Man in These Items Is \$50 to \$100	Investment per Man in These Items Is Over \$100
Instruction materials 49	Sales portfolio 10	Cost of instructor 27
Sales portfolio 38	Instruction materials 9	Salaries during training .. 18
Promotion of program ... 21	Cost of instructor 9	Application 11
Cost of instructor 20	Promotion of program ... 8	Instruction material 8
Application 17	Application 6	Promotion of program ... 8
Salaries during training .. 9	Salaries during training .. 5	Sales portfolio 6

Hiring and Training Survey—(Cont'd)

TABLE 27

For What Classes of Non-Selling Personnel Is Training Provided?

Number replying: 374

1. Servicemen 211
2. Sales correspondents 196
3. Order clerks 177
4. Receptionists 118
5. Installers 104
6. Delivery men 78
7. Yard and warehouse men 49

TABLE 28

Why Should Your Salesmen (or Dealer Salesmen) Take Your Training Seriously?

Number replying: 562

1. Increased income .. 490
2. Increased sales 435
3. Become successful more quickly 364
4. Qualified for promotion 322
5. Greater personal satisfaction 313
6. Solved their selling problems 281
7. Hold their jobs 165

TABLE 29

Who Prepares Sales Training Instruction Materials?

Number replying: 542

1. Sales manager 348
2. Sales promotion department 283
3. Full-time training director 149
4. Advertising agency. 92
5. Film producer 43
6. Sales consultant ... 28
7. Sales training agency 27
8. Management engineer 13
9. Free lance sales writer 6

TABLE 30

Are Your Trainers Trained in Sales Teaching Techniques?

Number replying: 521

- Yes 319
No 202

Subjects Taught To Trainers

Number replying: 360

1. How to tie learning to action at point of sale 266
2. How to coach a man on calls 260
3. How to conduct a meeting 259
4. How to conduct a round-table conference 190
5. Laws of teaching .. 156
6. Laws of learning ... 128

TABLE 31

Who Are Your Instructors?

Number replying: 546

1. Sales manager ... 437
2. Salesman's immediate superior 292
2. Experienced salesmen 292
3. Training director . 145
4. Training instructors 119
5. Inspirational speaker 43
6. Dealer 33
7. Distributor 32
8. Sales training agency 29
9. College professor . 20
10. Free lance instructor 11

TABLE 32

How Are Teaching and Practice Tied Together?

Number replying: 565

1. Sales manager works with salesman 399
2. Turned over to experienced salesman. 260
3. "We follow up for period of time" ... 173
4. Left up to salesman's superior 165
5. Field assignments, followed by criticism are part of training program 152
6. Assigned to branch, reports to sales manager 149
7. Left up to the salesman 86
8. Training department supervises application 63
9. Crew leader works with small group ... 52

Is there enthusiasm for your product

at the

retail level?

ACB Newspaper Research Services

will tell you...how much...

where...from which dealers

The great bulk of all branded goods is sold through retail stores located in the 1393 cities in which daily newspapers are published.

ACB can tell you what retailers are pushing your brand by advertising it locally in their daily newspapers—give you complete details in report form—supplemented if you wish, by the actual tear sheets of the advertisements which ran.

And at the same time, your ACB report can tell you what support your competitors' dealers are putting back of the lines they handle.

Watch mass retailer enthusiasm through ACB Reports! It's at the retail level that your brand moves forward or slips back. It's at the retail level that your promotion effort can bring rich returns.

ACB offers 12 important services based on newspaper research. Some of these are necessary to the home office executive staff—others put factual selling tools in your salesman's hands.

These services have the utmost flexibility. You can have them cover the entire country or a single city. You can order these services continuously or intermittently. All services are described in the ACB catalog—sent free on request.



ACB

Send for free ACB catalog!

Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

The
**ADVERTISING
CHECKING BUREAU
INC.**



AS ADVERTISE

*Famous
Brand
Names*



Hiring and Training Survey—(Cont'd)

TABLE 33

How Long Does It Take to Train a Salesman to the Break-even Point?

Number replying: 547

	Number of Replies	Per Cent
1. More than 1 year	136	24.9
2. 3 to 6 months	131	23.9
3. 9 to 12 months	117	21.4
4. 6 to 9 months	108	19.7
5. Less than 3 months	55	10.1

TABLE 34

Have You Compared Dollars-and-Cents Results of Trained vs Untrained Groups?

Yes	85
No.	339

Among those who answered "yes," results of trained groups are this much better than results among untrained groups:

28	50%
18	100
9	30
8	25
5	40

17 companies reported increases ranging from 12-95%.

Are you setting techniques to check results? 31 "yes" replies.

Taking the 455 respondents to this question as 100%, here is the breakdown:

339	75%	No comparison
85	18	Have compared
31	7	Going to check

TABLE 35

Why Are You Sure Your Sales Training Program Is Productive?

Number replying: 485

1. The system we teach is actually the one followed by the men who get ahead in our business310
2. Increased goodwill towards the company. .273
3. Management is pleased242
4. Increase in unit sales per man213
5. Older salesmen like it 212
6. Field managers (or dealers) want it184
7. Reduction in number of calls per sale158
8. Impartial observers of salesmen making calls report great improvement in sales presentations138
9. Training plan was guinea-pigged before general release122

TABLE 36

Do You Know for Sure if Your System of Picking Salesmen Is Reliable?

Number replying: 546

YES	214
DON'T KNOW	199
NO	133

Evidence of Reduced Turnover

Number replying: 453

Considerable reduction.	214
Some reduction	151
No change	82
Worse	6

Evidence of Sales Results

Number replying: 460

Much better work from men	289
Some improvement	133
No change	32
Performance is worse...	6

Effect on Selling Cost

Number replying: 440

Some reduction	168
Important reduction expected or experienced	118
Improvement not reflectable in cost	107
No change	47

THEY GOT THE FACTS FROM FORBES



SELLING THE FIZZ! The radio millions who have heard Alka-Seltzer's fizz trade-mark almost hear it again when they see this realistic, impact-packed 8-color display in their drugstore windows. Created and produced by Forbes, this versatile display has made a hit with druggists because the component pieces can be used separately or in groups on counters and display case ledges after they've done their selling act in windows. Alka-Seltzer's advertising agency is Wade Advertising Agency.



ENCYCLOPEDIA is the word for the 1949 edition of the Ball Blue Book, the bible of the home canning and home freezing field. Legibility of type pages, outstanding color photography and clean-cut reproduction characterize the part Forbes played in launching this best seller. Ball Bros. Company's advertising agency is Applegate Advertising Agency.



COLOR CODING of flavors adds extra pick-up appeal to the "Junket" packages. Created and produced by Forbes, these packages stand out on grocers' shelves everywhere. "Junket's" advertising agency is McCann-Erickson Inc.

FORBES FACTS help you take the guesswork out of the matter and form of your printed merchandising. This amazing library of facts grew out of Forbes' experience, continuing studies and *unique* facilities in lithography, letterpress, web gravure and die stamping under one-roof management control. Ask the Man from Forbes to tell you more.

FEBRUARY 15, 1950

**"I DIDN'T KNOW THAT
DISPLAY WAS LOADED!"**
(with Sales..that is..)



Avoid that mistake. Be sure to warn
your dealers to get ready for
store traffic when your displays are
impact-packed by the Facts from Forbes.
Results are immediate, our clients say.

FORBES LITHOGRAPH CO.

NEW YORK • CLEVELAND • BOSTON • CHICAGO • ROCHESTER

Delivers Merchandising Impact



148
133
332

(Continued from page 81)

companies in a variety of ways. (See Table 32.)

While all of the methods mentioned for tying teaching with practice have practical value, the committee points out that sales managers and experienced salesmen may or may not be good teachers of other men. Their own ability as personal salesmen is no criterion of their teaching ability. The survey shows that of the subjects taught to trainers (See Table 30.), the laws of teaching and the laws of learning are lowest on the list.

Field assignments followed by constructive criticism are a valuable teaching method because of the diagnosis, early in the new man's development, of his thinking in the solution of selling problems. More companies should consider this technique.

In regard to the place of the training department in field followup, an odd finding emerges. Though 145 companies report having sales training directors, only 63, less than one-half, of these directors actually supervise application of their teaching.

One of the reasons for this lies in the company organization by which a training department conducts the courses, then turns the graduates over to field sales executives. In such a case the committee offers two suggestions:

1. That your sales training director preferably be a line man who has demonstrated his ability as a salesman for your company. Assuming that he is selected for his ability to teach, his teaching will carry an air of practicality so important in making classroom sessions appear realistic.

2. That companies adopt the practice whereby the training department in conjunction with field sales management conducts round table conferences with the line management on the subject of how field sales executives can best follow up the training courses.

Bulletins Popular

4. The traditional bulletins and manuals are still the most popular instruction materials, with audio and visual methods in the minority. (See Tables 9 through 12.) Training bulletins and manuals lead the list of instruction materials used in all types of sales training. (Tables 9-12.)

While neither print nor pictures alone should be relied upon, the combination of the two, and especially with audio, result in maximum depth of impression, maximum realism, maximum rememberability, and maximum incentive to application.

5. In 2 companies out of 3, it requires a minimum of 6 to 12 months or more to develop a new salesman to the break-even point. (See Table 33.)

The expense of carrying a man for this period of time emphasizes the necessity for careful selection and thorough training.

6. Companies that have conducted studies to determine the value of their sales training programs find that trained salesmen sell from 12% to

100% more than untrained men. (See Table 34.)

One of the weak spots in the survey findings: About 60% of those who reported have made no studies in an attempt to find out the dollars-and-cents results of training.

The committee made eight basic recommendations applicable to all types of training programs:

1. Make sure that any program of salesman or dealer training includes the 10 universal subjects which bear directly on increasing sales.

2. Include all subjects which answer the salesman's problems of sales resistance.

3. Include training on proper use of sales expenses for company men; include the subject in training of distributor salesmen where applicable.

4. Consider how you can use audio and visual methods in addition to bulletins and manuals.

5. If your training director is an experienced company salesman, make sure that he also has the qualifications of a sales teacher.

6. Train non-selling personnel who contact the customer, in company history, product features, demonstra-

tion and operation, courtesy, and the handling of complaints.

7. Give constructive thought to methods, techniques, and procedures for following up formal teaching with application.

If your training director does not supervise the field application, study the problem which inevitably arises when supervisory control passes from trainer to field managers.

If you train dealers, do not unthinkingly follow the traditional practice of spending nearly all of your training time and budget on meetings and instruction materials. To do so puts the dealer and his salesmen entirely on their own for the vital application to customers. To assume that unguided application will result in increased sales, is to run the risk that sales returns will be nil. In such unfortunate circumstances, manufacturing sales executives may lose faith in training and turn to other marketing devices to move quotas.

Suggestion: Train dealers in methods of on-the-job training.

8. Audit the results of your training program.

* * *

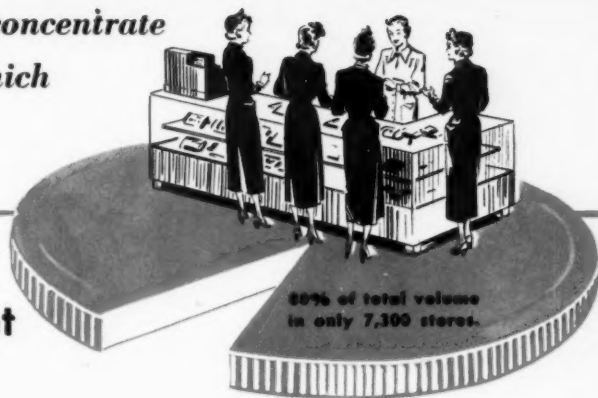
Tabulations on the survey were done by International Business Machines Corp. The condensation of returns here presented was prepared by the SALES MANAGEMENT staff.



A Salesman's Life Takes on a Rosy Hue.

He's Charles Karl, western representative for John Dritz & Sons, New York City, with his new sales presentation, a Kodaslide Table Viewer. With him is Anne Smith, art needlework buyer for Broadway Department Store, Los Angeles. No longer does he have to carry trunks full of cumbersome samples . . . or worry about a sample room. His entire bag of tricks weighs only 26 pounds and can be carried in a small compact case which holds thousands of picture slides, showing the entire Dritz line of notions and art needlework. Comfortably seated in her own department, the busy buyer can review needlepoint, rug patterns, wool and accessories in a mere fraction of the time previously needed. All items are photographed in natural colors on individual slides. The store's sales staff, too, now can see the line and become familiar with all the merchandise available.

CONCENTRATE your advertising where you concentrate your sales—in the volume producing stores which are served by *Department Store Economist*.



In the great department store market

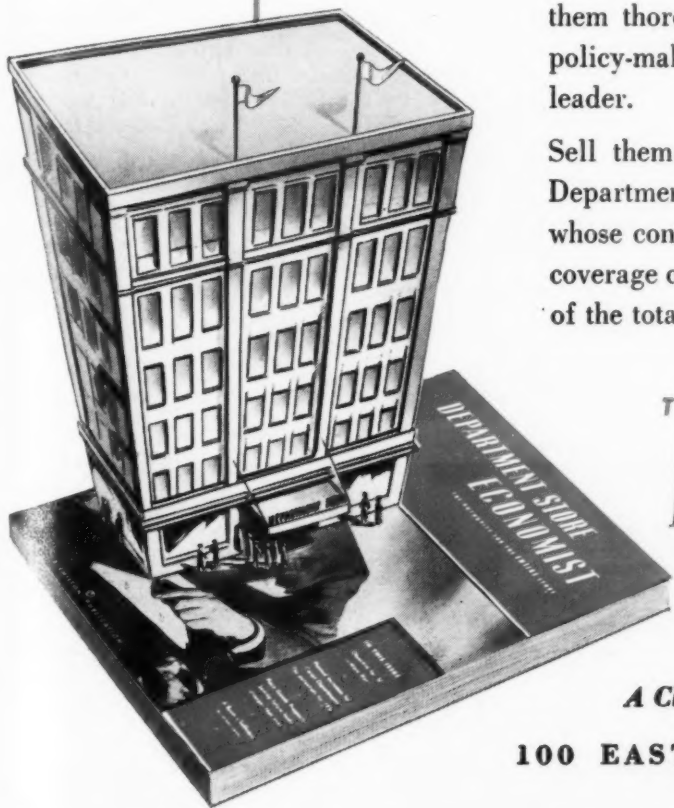
10% of the stores
account for **80%** of total sales

The cream of the great department store market is concentrated in 7,300 of the 70,000-odd retail outlets comprising the total market.

These are the volume-producing stores. These 7,300 stores hold the potential dividends on the advertising dollars you invest to cultivate the department store market. And these are the stores—department stores, departmentized specialty stores, dry goods and general merchandise stores—that are regularly covered by *Department Store Economist*.

Concentrate on these stores. Sell them *first* . . . sell them thoroughly . . . sell from top to bottom their policy-making staffs . . . and the rest will follow the leader.

Sell them through strong, consistent advertising in *Department Store Economist* . . . the only publication whose controlled circulation offers practically 100% coverage of these 7,300 stores which account for 80% of the total department store volume.



THE AUTHORITY FOR THE ENTIRE STORE

**DEPARTMENT STORE
ECONOMIST**

A Chilton  Publication CCA 30,000 copies

100 EAST 42nd STREET, NEW YORK 17, N. Y.



1.

Display Angles



2.

1. ACTION-DISPLAY—The "Mechanical Bookshelf", with bottle-stacker side pieces, is a novel, mobile tie-in with national magazine "book" campaign now in its 11th year for "The Aristocrat of Bonds." Closed, the display takes on the appearance of a real bookshelf. Designed and fabricated by W. L. Stensgaard & Associates, Inc.

2. AUTOMATIC MERCHANDISING DISPENSER—The "Lowerator" self-leveling dispenser keeps 24 cartons always at convenient height, whether full, half full or nearly empty. Its unique motion creates interest and induces sales. Its self-leveling feature saves valuable counter space. Made by American Machine & Foundry Co.

3. SHIPPING-DISPLAY UNIT—Requiring no string, gummed tape or wrapping for shipment, it is easy to set up on the dealer's counter and takes up a minimum of space. The display panel on inside of lid is printed in bright red and green. Box is "locked" for shipment by flap extensions which are easily inserted in ends of box. Developed by Hinde & Dauch Paper Co.

4. COMPANION DISPLAY CARDS—They are designed and produced for Hot Nestle's by Forbes Lithograph Manufacturing Co. In the card to the left, two planes are used, so that the model seems to be holding forward the cup. In the card to the right, an excellent simulation is given of steam rising from the cup. Effect was achieved through use of Fiberglas bulk fiber.

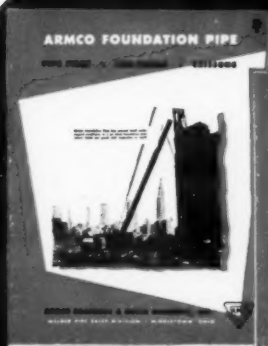


3.



4.

These Armco catalogs,
each specially designed for its
market, are distributed by
Sweet's in the industrial and
construction fields.



MORE THAN 1100 MANUFACTURERS DISTRIBUTE THEIR CATALOGS THROUGH SWEET'S.

Sweet's catalog service

DIVISION OF F. W. DODGE CORPORATION • 119 WEST 40th STREET, NEW YORK 18, N. Y.

GET THE RIGHT INFORMATION . . . TO THE RIGHT PEOPLE . . . AT THE RIGHT TIME
FEBRUARY 15, 1950

Here's the way

Sweet's Catalog Service

works for you:

CATALOG DESIGN

Custom catalog design by Sweet's starts with consultation with you to determine what information is needed to bring about the buying action you desire—specification, request for sales call, direct order. Then follows organization of the information in a basic pattern for making your catalog easy to use and to understand. Next comes selection of the most effective form for the clearest statement of each fact—text, table, diagram, illustration. The result is a unit of buying information specially designed to bring you and your future customers together in the shortest time and with the least effort.

CATALOG PRODUCTION

Because of the great number of manufacturers' catalogs handled each year, printing by Sweet's offers you the economies of quantity production with no sacrifice of quality. You may order your catalogs in any desired quantity—part to be distributed by Sweet's and part, if you wish, to be delivered to you. If you prefer, you may print your own catalogs and deliver them to Sweet's for filing and distribution, in which case charges are lower than those for the complete service.

CATALOG DISTRIBUTION

When your catalog is distributed by Sweet's, it is delivered to prospects of top rank buying power in the markets of interest to you. Sweet's spends more than \$150,000 yearly to locate, qualify and select the firms and individuals who represent the bulk of buying power in each market served. Furthermore, your catalog remains in the office of each recipient, instantly accessible at all times. This is accomplished by distributing it in a bound, indexed collection (file) of manufacturers' catalogs. According to thousands of users of these files, this is the most effective method of getting catalogs used by prospective customers.

A Primer for Contest Sponsors

Based on an interview with

HENRIETTA G. DAVIS • The Reuben H. Donnelley Corp.

A contest authority answers some basic questions about contest themes, prizes, promotion, and sales objectives.



IN THE BEGINNING: This is how they all start: The consumer responds to the invitation extended by display material to get in and win.

"Can we increase our sales volume through staging a contest?" This question arises regularly in the minds of sales executives who have not yet tested the effectiveness of contests as merchandising tools.

The answer is, obviously, yes: You can increase sales through this means, if the contest is properly conducted. The fact that certain companies use them for that purpose, year after year, speaks for itself. But there are many factors to be taken into consideration while the contest is still in the planning stage. Success is not to be measured in numbers of entries alone. From the long-range viewpoint, consumer goodwill—and, more important, dealer goodwill—must be considered.

To derive maximum benefits from a contest, the company's own salesmen and distributors and wholesale selling staffs must be alerted and brought into the picture. Cooperation of dealers must be secured. Merchandise must be on dealers' shelves, awaiting calls of consumers wishing to fulfill the requirements to enter the contest.

Take Note

If you are considering sponsorship of a contest, here are a few pointers on the subject, obtained from the Reuben H. Donnelley Corp., which organizes and conducts—and judges—many contests put on by large companies of the United States. To make it easier to assimilate the information

provided, it is given in question-and-answer form.

What Can a Contest Do for My Business?

Increase sales naturally. But its greatest contribution is in improving dealer relations, through

- (a) increasing store traffic.
- (b) providing alert dealers with promotional opportunities. An outstanding example was Kroger's offer of supplementary prizes to winners in nine national contests, if blanks had been obtained from their stores.
- (c) giving dealers chances to demonstrate products and make sales talks—especially with contests based on letters telling "Why I want an XYZ ironer" or other product which must be inspected before filing an entry blank in the contest

How Will Contests Affect My Advertising Campaign?

They will strengthen it, because

- (a) They heighten reader interest and, in the case of radio commercials, *listenership*. People read and listen attentively to get ideas and material for their 25-word statements, jingles, slogans, etc.
- (b) They give copywriters opportunities for fresh treatment. They may keep on saying the same old things about the product, but with a different "you" slant.
- (c) They give dealers opportunities to make suggestions to shoppers.
- (d) They are an excellent source of testimonials and of suggestions for new uses for the product.

How Should I Promote My Contest?

- (a) Tell the public about it through advertising, in publications or radio, or both.
- (b) Tell dealers through your

America's Premier Aeronautical Magazine

AERO DIGEST

INCLUDING
AVIATION ENGINEERING

IN JANUARY
AERO DIGEST
*added another
to its long
list of "FIRSTS"*



To its ABC circulation (Pub. Sta. June 30) of 29,603, it *added* A NEW, HAND-PICKED CIRCULATION of 3,458, thereby giving you the *largest circulation* in its field.

THAT IS NOT ALL. It *guaranteed* to maintain this circulation of 33,061 as a *minimum*, to be *added* to as industry executive-technical personnel *increased*.

AND THERE IS MORE. It *guaranteed* you a complete and comprehensive coverage of the entire aeronautical industry's *purchasing-power* (both Civilian and Government) from the smallest to the largest item that goes into any type of aircraft.

THOSE GUARANTEES HAVE BEEN AND WILL CONTINUE TO BE MET

From now on, AERO DIGEST'S circulation cannot go anyway but UP, and it will be, *more than ever*, the one publication needed to reach *all* the people who *recommend purchases, make purchases and sign the orders.*

If a circulation of that kind means anything to you, then AERO DIGEST will be your *first preference* as the advertising medium in aeronautics.



AERO DIGEST • 515 MADISON AVE., NEW YORK 22,

Chicago: L. F. McCURE, 814 North Tower Court, Phone: Superior 1585

Buffalo
G. W. CAMPBELL
3214 Main Street
Phone: Amherst 1680

Boston
F. W. COLE
80 Walnut, Winchester
Phone: WI 6-1894-M

Philadelphia
T. J. HARFORD
38 Herning, Cranford, N. J.
Phone: Cranford 6-0835R

Detroit
W. E. FELLOWS
714 Stephenson Bldg.
Phone: Trinity 5-8217

Los Angeles
J. C. GALLOWAY
816 West Fifth Street
Phone: Mutual 8335-6

London
HART & BARTON, LTD.
139 Strand London, W.C. 2
Phone: Temple Bar 4171-2

Henrietta G. Davis is head of the Direct Mail Division of The Reuben H. Donnelley Corp., New York City. In that capacity she directs Donnelley's "packaged" service to contest sponsors—complete from planning, through various stages of opening and screening entries (sometimes received at the rate of 500,000 a day) to final judging and awarding of prizes. Since Donnelley started its contest division in 1936, the firm has run more than 2,500 contests, and has handed out prizes in money and merchandise totaling over \$6,000,000 to nearly 250,000 winners. Donnelley handles contests for sponsors on a fee basis, at so much per entry.

It is estimated that one-third of the population enters contests at one time or another, and an average of one out of 400 entrants wins. The biggest single take to date was the \$100,000 Old Gold prize in the Donnelley-handled 1937 rebus series.

sales force; through business paper advertising and direct mail. Go as far as your budget permits in inducing the dealer to participate. Equip your salesmen with a portfolio containing display material and entry blanks—and, above all, see to it that stores are stocked by the time the contest breaks. The accompanying illustration of contents of portfolio for current Lipton contest indicates the thoroughness of that company in this respect.

How Do Contests Compare with Such Promotional Devices as Premiums, and One-Cent or Two-for-One Sales?

All have value. If a company has been using premiums or bargain offers, a contest offers a change of pace. One advantage of a contest is its flexibility.

What Prizes Draw the Greatest Numbers of Entries?

Generally speaking, money prizes are preferred by most people. During the war merchandise in short supply, such as electric refrigerators, was popular, but even then there were many instances of winners who already owned refrigerators or other appliances.

It's a good plan to have a valuable top prize, or prizes, preferably a sizable sum of money, plus a broad base of lesser prizes. The big top prize is dramatic and wins attention, but many who feel they could never win it will enter because they believe they might have a chance at the lesser prizes.

Also, the more prizes, the more goodwill and publicity for the sponsor

—the more opportunity for dealers to share the limelight engendered by the contest.

Can't I Put on a Contest That Is Different or Even Unique?

You can, but why take a chance? Profit by the experience of big companies that consistently stage contests. Over the years, they take an occasional flyer in something "unusual," but rarely repeat. Obviously, the best results are obtained from the tried-and-true jingles, slogan and naming, last-lines and 25-word statement contests. Remember that the public is lazy. Complicated rules, tricky devices and other exacting requirements cut down on entries and defeat the purpose of the contest.

There's one type of contest, however, which has been staged fairly infrequently, and which offers excellent opportunities for improving public relations—the kind based on entries in the form of essays, statements, civic questions, etc., in the public interest. Safety; how to be a good citizen; what peace means; how to get a job if you're over 50—the potentialities of such contest ideas are far from exhausted.

Are Local Contests Effective? When Should They Be Put On?

They can be extremely beneficial:

- (a) to strengthen distribution in a weak territory.
- (b) to introduce a new product into the territory.
- (c) to tie in with a regional condition (such as the water shortage).

What Other Types of Special Contests Have Proved Advantageous?

In many instances the objective desired or the type of audience aimed at suggests the nature of the contest. There have been many successful contests for selected groups.

There was *Cosmopolitan's* recent contest for members of the advertising world and their families, who are so often excluded by rule from participation in other contests. The contest was of the quiz type, and in four parts, with awards based upon answers to questions regarding four issues of the magazine. There were individual monthly prizes, and three Grand Prizes (Entries required reading two issues.). Top Grand Prize was a Chevrolet convertible.

Besides the Over-all Objectives of Greater Sales Volume and Improving Dealer Relations, What Else Can Contests Accomplish?

(a) Introduce a new product or re-establish one which has lost a former favorable position.

(b) Make a big splurge . . . draw attention to the company and its products. This can be done in various ways, such as through the value of the prizes . . . a car a day, or a big top prize and many lesser prizes; or it might be done through tie-ins or association with famous personalities, as in the Bob Hope "My Favorite Brunette" contest.

(c) Make a "leader carry a tag-gard," as through requiring the submission of a boxtop from a slow seller as well as a fast seller in the line, with each entry.

"I'LL TAKE THE BIGGEST"



57% coverage at a single cost

THE BIGGEST COVERAGE OF BIGGER BALTIMORE

Baltimore has grown more rapidly than any market in the East, 28% more families than in 1940, an increase equal to the city of Syracuse. Today as for 22 years, the favorite paper with Baltimore families is the News-Post. Here's Baltimore's largest coverage (57%) reaching 196,630 city zone families* at a single cost. (Total net paid, 226,538).



● To know all the facts about Baltimore today, ask to see this new Analysis of the Baltimore market.

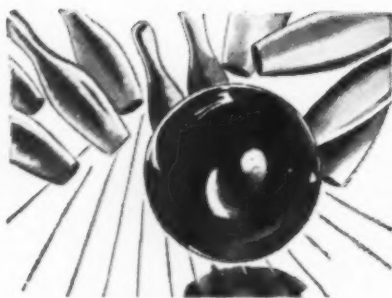
Baltimore News-Post

First in Circulation... First in Coverage in the 6th Largest City

A HEARST NEWSPAPER—Represented Nationally by Hearst Advertising Service

Offices in principal cities: Philadelphia • Baltimore • Boston • Chicago • Detroit
Los Angeles • New York • Pittsburgh • San Francisco • Seattle • Fort Lauderdale, Fla.

*ABC City Zone based upon Bureau of Census 1947 surveys for Metropolitan Districts. Among the ten largest markets in the U. S., Baltimore's rate of growth is exceeded by only two West Coast Cities.



HIT that FRONT PIN!

Win for your product the influence and good will of the 20,000 County Agents, Vo-Ag Teachers, Extension Leaders and Soil Conservationists who read *Better Farming Methods* every month.

Business Magazine
for Leaders
Who TRAIN and
ADVISE Farmers

Better
**FARMING
METHODS**



WATT PUBLISHING CO.
MOUNT MORRIS, ILL.

CCA
20,000

**WHICH CHEMICALS
PUBLICATION IS WAY OUT
FRONT IN ADVERTISING
VISIBILITY?**

It Is

OPD

- The whole week's round-up of Chemical News
- 5000-6000 Quotations
- 2715 Pages of Chemicals Advertising during 1949

NEWS FORMS CLOSE 4 P.M. FRIDAY
PAPER DELIVERED 9 A.M. MONDAY

May we send you a
sample copy of O.P.D.

**Oil, Paint and
Drug Reporter**

*For Chemicals Buyers
The Market Authority since 1871*

Schnell Publishing Co., Inc.

30 Church St., New York 7, N. Y.

• Cleveland 22—H. G. Seed, 17717 Lomond Blvd., Long.
0544 • Los Angeles 14—The Robt. W. Walker Co., 684 S.
Lafayette Park Pl., Drexel 4338 • San Francisco 4—The
Robt. W. Walker Co., 68 Post Street, SUTTER 1-3568.



ENGINEERS HAVE MOVED THE CENTER OF GRAVITY forward on these machines in order to obtain noticeably improved payload distribution. All the parts requiring maintenance are easily accessible.

Coming your way . . .

.....improved truck mixers, designed for fast, trouble-free operation and ease of maintenance, have been announced by the Ransome Construction Equipment Division of Worthington Pump and Machinery Corp., Dunellen, N. J. It is said that the convenient, easy handling controls and unusual ease of operation allow more yards per hour. All operating parts requiring maintenance are easily accessible. These new Blue Brute truck mixers have a patented, pressed blade design. This feature gives fast and clean discharge of lowest slump concretes. Fast charging is permitted through a large, unrestricted opening. Some of the design innovations and refinements incorporated in the new machines are:



VOLUMATIC, an electric eye, is said to make perfect recording possible every time. Recorder also provides for twin-track recording without interruption or re-winding. It is light and compact.

an improved over-flow-type water tank of simple design, equipped with non-breakable gauge glass and non-freeze water valve; a renewable drip ring which provides quick, easy and accurate drip ring replacement; mixing and discharge control clutches mounted on ends of shafts for quicker adjustment and replacement when necessary; foot operated, automotive type accelerator for engine speed control; simple, two-speed transmission; greater over-all flexibility and decreased weight by use of chain drive.

.....new tape recorder called the "Reelest" provides twin-track recording without interruption or re-winding. Patented "Revers-A-Matic" plays or records in two directions for one hour without attention. It is said that threading of tape is now so simplified an operation that a child could easily do it. The machine has been designed for convenient portability and is encased in a simulated leather luggage-type cabinet. Structure of the case allows for playing machine with the top cover down while at the same time all controls are accessible for operation. Hinged flap cover can accommodate the cord and microphone when they are not in use. The Reelest is marketed by the Universal Moulded Products Corp., 1500 Walnut St., Philadelphia 2.

.....a semi-automatic action clutch feature, on which patents have been issued, has been applied

SALES MANAGEMENT

to "C" clamps and machinists' vises, thus saving considerable time and effort normally expended in running up the clamping screw. This new clutch permits practically instantaneous closing and opening of clamp or vise. A spring-backed finger button acts as a release for the clutch which is generally engaged with the thread of the screw. The clutch cannot be disengaged while pressure is on the work and, in fact, the screw must be backed off slightly before the clutch can be disengaged. The clamps and vises in which the new clutch feature is incorporated are distributed by the Lockrey-Fater Corp., 401 Broadway, New York 13, N. Y.



ICE CUBES at low cost are made possible by new machine. It is fully automatic and produces 5,800 standard size cubes per day and the bin holds 200 lbs.

.....economical ice cube machine that uses a little more current than an ordinary household refrigerator has been designed for restaurants, bars and institutions. It is powered by a 1/3 H.P. Condensing Unit and can be plugged into any convenient outlet without separate wiring. The machine produces approximately 5,800 standard size cubes per day and the bin holds 200 lbs. Thermostat control regulates production of ice cubes to keep bins full at all times. Fresh running water is used, being fed directly to the ice making tubes from water supply system. No water storage tanks are required. The machine is a development of Mills Industries, Inc., 4100 Fullerton Ave., Chicago 39.

Harassed by deadlines?



Let's face facts. Delays are inevitable. But when you specify Air Express for engravings, electros and printed matter, you get extra days of working time! Use it in every stage of production. Air Express gives you the time to do a better job.

It's the *world's fastest* way to ship or receive. Shipments *keep moving*, because they go on every flight of the Scheduled Airlines. And you get door-to-door service at no extra charge. Low rates: 6 lbs. goes 900 miles for \$2.10; 17 lbs. for \$4.70.

Only Air Express gives you all these advantages

World's fastest shipping service.

Special door-to-door service at no extra cost.

One-carrier responsibility all the way.

1150 cities served direct by air; air-rail to 18,000 off-airline offices.

Experienced Air Express has handled over 25 million shipments.

Because of these advantages, regular use of Air Express pays. It's your best air shipping buy. For fastest shipping action, phone Air Express Division, Railway Express Agency. (Many low commodity rates in effect. Investigate.)

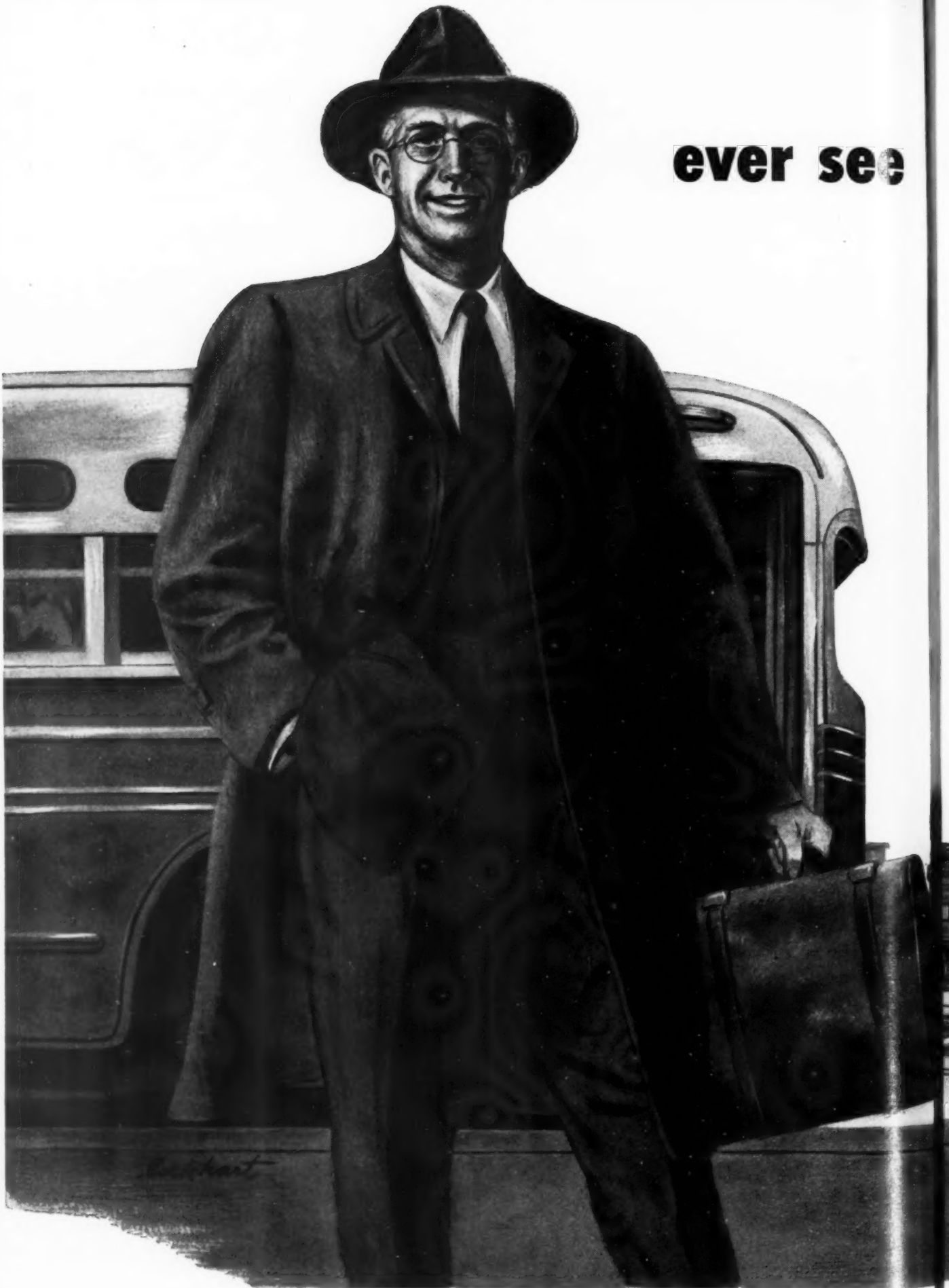


Rates include pick-up and delivery door to door in all principal towns and cities

A service of
Railway Express Agency and the
SCHEDULED AIRLINES of the U.S.



ever see



"Circulation" farmer?

Here you see him for what he is—a farmer only on circulation lists. He doesn't own a farm, doesn't live on a farm, buys nothing for a farm. You don't buy a *farm magazine* to reach this man.

Yet you may be paying more than 40¢ out of each farm advertising dollar for just such "farmers."

Hard to believe? Just check the circulation of some of the big farm magazines. You'll find 40% or more going to small town subscribers—to *non-farm families*.

Then look at Capper's Farmer. No Mass Small

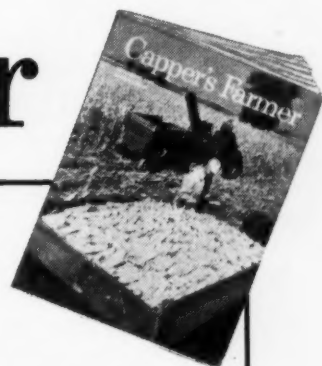
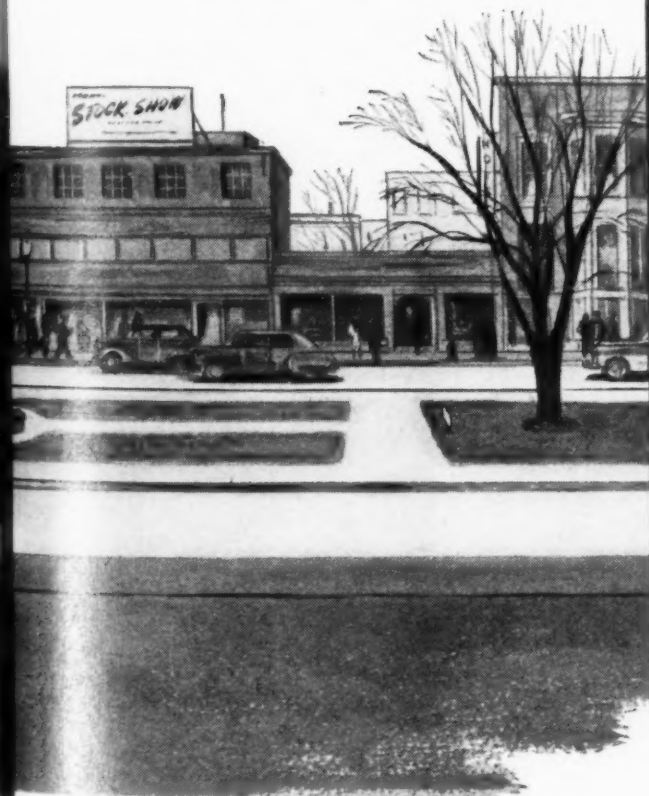
Town Circulation . . . 92% *farm* circulation. After all, isn't this what you buy a *farm magazine* for?

You get what you pay for when you buy Capper's Farmer. Families with fields to work, buildings to equip, farm homes to maintain—1,350,000 of them—and *top* farm families to boot!

And remember—*farm* circulation with No Mass Small Town Circulation is only one of the Big 10 Capper's Farmer advantages . . .

Capper's Farmer

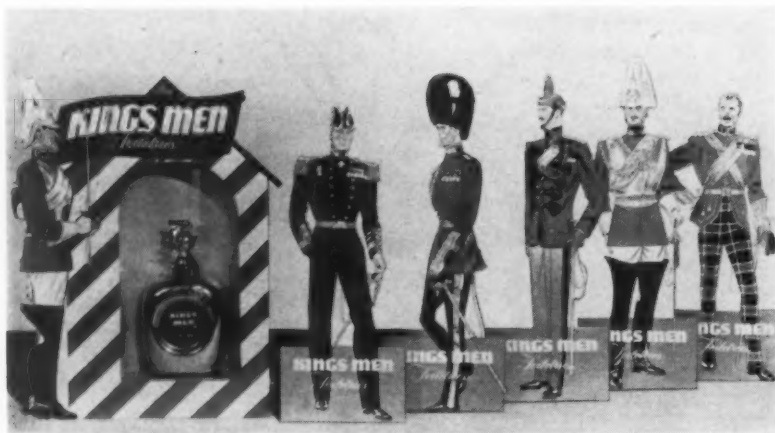
Topeka, Kansas



CAPPER'S FARMER'S

BIG 10

1. Largest rural publisher in America
2. Richest farm market in the world
3. Best coverage buy
4. Quality circulation
5. No mass small town circulation
6. Farm-tested editorial material
7. Reader confidence
8. Merchandised editorial content
9. Market dominated by farmers
10. Most quoted farm magazine



"KINGS MEN" in full dress uniforms of famed British regiments parade in new point-of-sale display campaign for "42" Products, Ltd.

CAMPAIGNS AND MARKETING

Du Pont Dealer Kit

Supplementing its national advertising and promotion campaign on behalf of nylon-bristled paint brushes, the E. I. du Pont de Nemours & Co., Inc., has launched a thorough-going merchandising effort to aid retailers in selling the consumer.

Kits are being distributed which contain complete display materials for getting the most out of paint brush lines and for emphasizing the related sales possibilities of quality brush merchandise.

The kits contain streamers and stickers calling the consumer's attention to Du Pont's advertising in national magazines. Counter cards, publicity releases and suggested radio commercials are included.

One of the features of the kit is a helpful pamphlet, aimed as much at the retailer as at the customer. It tells "How To Choose and Use a Nylon Paint Brush," and contains expert advice on the choice of a proper brush for a particular job, as well as the proper care and handling of that brush. It is part of a consumer educational program which Du Pont is conducting to stimulate knowledge of, and interest in, the whole field of painting on the household level.

Tying the entire kit together for practical purposes is a sketch-text sheet containing diagrams and instructions for carrying out suggested dis-

plays, and for tying in other items normally sold with paints.

This kit is available to all retailers and distributors of nylon brushes. Personnel of Du Pont will give on-the-spot aid wherever requested and whenever possible.

Ipana Campaign

Following directly on the heels of its introduction of "economy size" Ipana toothpaste, Bristol-Myers Co. has launched this month a heavy newspaper advertising campaign on the product. Advertisements from 1,000 lines to 1,800 lines are being run in 158 newspapers in 138 cities, thus covering virtually every city in the country of 50,000 population and over.

Tied in with the newspaper advertising is a spot radio campaign on 103 stations in 35 cities, as well as commercials on the company's "Mr. District Attorney" network radio show and its "Break the Bank" and "Lucky Pup" television shows. Thirty-one magazines are also carrying the Ipana story.

Special merchandising helps have been designed for the retail trade to aid in securing business engendered by consumer advertising. These consist of bull's eye window spots in two colors, counter cards and displays.

According to R. B. Brown, vice-president and general manager of the company, "The sales of Ipana economy size since it was launched about the first of the year have already far exceeded our expectations. We are confident that this new intensive pre-tested advertising and merchandising campaign that will bring tremendous results."

Elgin Price Promotion

In a promotion timed to help jewelers stimulate retail watch sales during the normally quiet late winter and early spring period, Elgin National Watch Co. is introducing a specially priced "All-American Youth" series of new watches for men and women during a 45-day promotion beginning February 15.

A national advertising campaign on the promotion is being inaugurated with two-color, double-page spreads in major weeklies, to be followed by full-page advertisements.

The promotion will cover 10 Henslee-styled 17-jewel Elgin De-Luxe models—five for men and five for women. Cord and strap models of all 10 watches will be marketed during the introductory period at \$39.75. After April 1 these watches will be priced at \$45.00. Three of the men's models and all five of the women's models will be sold during the promotion with metal attachments for \$45.00, these being priced after April 1 at \$49.75.

"This promotion was planned at the suggestion of jewelers who wanted help in developing business during the months that are normally



SIZE + CHARM = SELL is the formula for the 1950 two-plane point-of-sale display of The F. & M. Schaefer Brewing Co., Brooklyn.



VALENTINE DAY display lithographed in eight colors and distributed to retailers throughout the United States by Stephen F. Whitman & Sons, Inc., Philadelphia.

low in watch sales," explained Howard D. Schaeffer, Elgin vice-president. "It is timed to get buying action for such gift occasions as mid-year graduation and Easter. These specially priced watches will have an appeal, too, for birthday, anniversary and wedding presents."

He said the watches have been designed primarily to appeal to "that great segment of America made up of alert adolescents and young men and women."

Supporting material for jewelers will include dealer advertisements, window and counter cards, window streamers, folders, postal cards and copy for form letters and radio spots.

The advertising agency is J. Walter Thompson Co.

Meyercord Spring Drive

The largest Spring advertising campaign in the history of The Meyercord Co., Chicago, decal manufacturers, will employ national magazines and newspapers to promote two new home decoration products and to introduce the 1950 line of spot decals.

Full-color, full-page advertisements in national magazines, to start in April, will announce Meyercord's new Decal Borders, a type of decalomania design produced for the first time in continuous 12 foot lengths. Further, the advertisements will present 1950's regular line of spot decals for home decoration.

Full-page newspaper advertising in

major markets from coast to coast will be used for the debut of Fabricals—a new kind of hot iron, multi-colored fabric decoration—and to feature a round-up of all Meyercord home decorating products.

The campaign will be handled by J. M. Hickerson, Inc., Chicago.

Bitters for Food Field

Consumer advertising plans for Angostura bitters during 1950, which call for a rather special twist in ties with food, were outlined during the National Food Brokers' Convention in a series of meetings between Arthur B. LaFar, president of The Angostura-Wuppermann Corp. and brokers handling its products throughout the United States.

Angostura's cartoon-type advertisements will now include suggestions for some of the various uses of Angostura bitters in food dishes. For the present, the new ads are scheduled for *The New Yorker*, *Newsweek*, *Time*, *Esquire*, *Gourmet* and *Holiday* with an expanded program contemplated for future months. In addition, space has been taken in the undergraduate magazines of 21 colleges and universities across the country. Advertising has been scheduled to the trade in 24 business publications. The first ads in the 1950 campaign are appearing this month. Robert W. Orr & Associates is the advertising agency.

Mr. LaFar pointed out: "Most everyone has heard of Angostura's use in drinks. But not everyone knows about its wide variety of uses in foods. The idea is to drop a hint to housewives now and then so that the familiar old bottle will have as much prominence on their kitchen shelves as it has among their husband's bar equipment."

Mr. LaFar noted that the use of Angostura in certain foods is not in itself a new concept. Chefs in famous hotels and restaurants throughout the world have been using Angostura as a "secret ingredient" in their cooking for years, and in many places they use as much as, if not more than, the man behind the bar.

For the past two years Angostura has been moving more and more into the food field, primarily by approaching the cooking public through the food pages of metropolitan daily newspapers, large circulation magazines with recipe columns and home economics departments, and in radio and television broadcasts whose formats emphasize recipes and hints to housewives.

Now that this type of promotion is well under way, Mr. LaFar stated that the time is believed ripe to explore the possibilities of combining cocktail advertising with food hints.

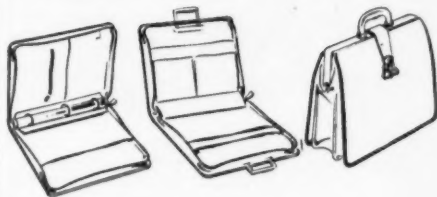
Plans are now underway to promote even more widespread sales of bulk bitters to manufacturers of processed meat products, canned soup makers, and to packers of many other types of food products which lend themselves to the Angostura composition of herbs, tropical spices and West Indies rum.

NOW AT LAST! A Salesman's Case Guaranteed for 5 Years!



Amazing TUFIDE Business
Cases Outlast Leather 2 to 1!

* TRADE MARK REG.



Here's news that means you can save money on business cases—up to 50% savings! Amazing new TUFIDE looks like leather, feels like leather, outwears leather... TUFIDE makes the most durable business cases and luggage ever developed—they're unconditionally guaranteed for five years. Your dealer has a complete selection of Stebco portfolios, ring binders, brief bags, and luggage to match—in TUFIDE, (and in many quality leathers, too).

Tufide
BUSINESS
CASES

as low as \$3.50

Famous companies like:
General Electric Co.
U. S. Fidelity &
Guaranty Co.
B. F. Goodrich Co.
Allis Chalmers Co.
and many others
are using TUFIDE.



SEND FOR FREE FACTS!

STEBCO PRODUCTS, Dept. A-4,
1401 W. Jackson Blvd., Chicago 7, Ill.

Please rush details about amazing new,
TUFIDE without obligation.

Name _____
Company _____
Company Address _____
City & Zone _____ State _____

Readers' Service Can Furnish These Reprints

Please send remittance with order to Readers' Service Bureau, **SALES MANAGEMENT**, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

203—What's Your 1950 Sales And Merchandising Batting Average? by Robert Haydon Jones and Richard S. Winship. (Price 10c)

202 — What 2,000 Industrial Buyers Told Us About How They Purchase. (Price 5c)

201 — What Do Purchasing Agents Want From Salesmen? by Charles E. Colvin, Jr. (Price 10c)

*Anyone Can
Be a Salesman
with a . . .*



ZIPMASTER
THE PERFECT SALES KIT

COMBINES A RING BINDER DISPLAY UNIT WITH HANDY ZIPPER CASE

Attracts and holds prospect's attention by setting up sales material at a 30° angle when he is standing, or a 60° angle when he is sitting. Two pockets hold order pad, circulars, etc. Weatherproof zipper closure.

SEND FOR FREE FOLDER

Sales Tools, Inc.
1224 West Madison Street
CHICAGO 7, ILL.

MANPOWER PROBLEMS

200—No More Company-Owned Cars For Sterling's 600 Salesmen, by A. B. Ecke. (Price 10c)

199—Ten Lessons in Speech Training For Executives and Salesmen, by James F. Bender. (Price 35c)

198—Sales Force Teamwork: How Can You Inspire It? by Eugene B. Mapel. (Price 5c)

197—Death of Many Salesmen by James S. Arnold. (Price 10c)

196—The Shortage of Key Men: What Can We Do About It? by Marvin Bower. (Price 25c)

193—Can We Save the Salesman Who Thinks He's Down and Out? by Harry G. Swift. (Price 10c)

189—Hunch & Prejudice in Hiring: The Crux of Manpower Failures, by Robert N. McMurtry. (Price 10c)

188—Ten Essentials for Sound Sales Training, by Sidney Carter. (Price 25c)

186—Twenty Traits That Make Star Salesmen, by Jack Lacy. (Price 5c)

184—How to Compute Salesmen's Auto Allowances, by R. E. Runzheimer. (Price 25c)

181—Leadership: What Makes It? by Dr. James F. Bender. (Price 25c)

175—Unionization of Salesmen: What conditions breed it? What happens after it's a reality? (Price 75c)

172—Are Your Salesmen Equipped to Prove Quality? by Burton Bigelow. (Price 10c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

A Training Expert Has His Say In the "War of Words," by David R. Osborne. (Price 5c)

When Dealers Ask Salesmen, "How Do Your Ads Pay Off for Me?," by Alexander Klein and Morris I. Pickus. (Price 10c)

Does Increased Promotion Pay Off When General Business is Receding?, by Philip Salisbury. (Price 10c)

Adventure With Aunt Jemima (An answer to the question, "What can we do at the dealer level to make our national advertising more effective?")—the first of a group of articles on merchandising, by Lionel B. Moses. (Price 10c)

Adventure with a Baby Carriage, the second of the group of merchandising articles, by Lionel B. Moses. (Price 10c)

Adventure with Sunkist, the third of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

13 Commandments for the Successful Conference Leader, by James F. Bender. (Price 10c)

What Type of Woman Is Most Likely to Succeed in Direct Selling?, by Katharine S. Miller. (Price 25c)

A Study of Auto Purchases, by Income Groups, by Dr. Hans Zeisel. (Price 10c)

Gifts and Entertainment—Are They "Necessary Evils" in Selling? by Lester B. Colby. (Price 10c)

Advertising Once Stopped, Gathers Momentum Slowly. (Pictograph) (Price 5c)

San-Nap-Pak Proves Effectiveness of Color Advertising in Newspapers. (Price 10c)

Television Today: What Part of the National Market Can It Offer the Sales Executive? (Price 15c)

The Fourth Dimension in Business, by Ray Bill, Publisher, **SALES MANAGEMENT**. (Price 10c)

An Appraisal of Sales Opportunities in the Los Angeles Market, by Hal Stebbins and Frank McKibbin. (Price 10c)

To Charge or Not to Charge For Sales Promotion Materials? (Price 10c)

Today's Farm Market: It's Big, It's Rich, and It's Undersold, by Erwin H. Klaus. (Price 15c)

How to Cut Waste Out of Salesmen's Selling Hours, by R. A. Siegel, Jr. (Price 10c)

A Trillion to Go! by Peter E. B. Andrews. (Price 10c)

SALE BLAZERS...



Tell and Sell more and more for less and less

Not just signs but sparkling, colorful, laminated, plastic Sale Blazers tell consumers what to buy—and where to buy it! Sale Blazers *sell* at the point of purchase—where the sale is made or lost!

If you make or sell a consumer product, you'll find Sale Blazers to be the most economical answer to your point of sale merchandising. We've been designing and producing them since 1900 for the most successful advertisers and agencies in America!

Write for information

Advertising Specialties Division

PHILADELPHIA BADGE

COMPANY, INC.

1007 FILBERT ST., PHILADELPHIA 7, PA.

Established 1900

COPYRIGHT 1950 PHILADELPHIA BADGE CO., INC.

FEBRUARY 15, 1950

Pears' Is Back: With Lavendar And Old Lace Promotion



PREFERRED COUNTER SPACE: (Left) In a promotion staged in Liggett's Grand Central Store, a Pears display is tied into radio advertising on the WOR Barbara Welles program.

GRANDMA WOULD REMEMBER: (Below) Most of the stores that have been sponsoring Pears promotions have made use of blowups of some old Pears ads for display material.

An old-timer in the soap field that once almost died of malnutrition for want of promotion vitamins, seeks a comeback in the U. S. market through Schieffelin & Company.

Can a product, once popular but later forgotten, make a comeback in a highly competitive market? With handicaps of a higher unit price (50c against 15c) and a small advertising budget, the objective might seem impossible to attain. But that such a goal can be reached is shown by the experience of Pears' Soap, which, in less than a year has achieved distribution in over 5,000 drug stores, 100 department stores and 17 drug chains.

In the 1890's, the name of Pears' Soap was familiar to every U. S. household. The company's consistent use of advertising, enlivened by humorous drawings and catchy slogans ("Good Morning! Have You Used Pears' Soap?") had made the product a fast-seller in the toilet goods field. As the years passed, less promotional and advertising support was given to it. By 1936 sales volume in the U. S. was less than the appropriation for advertising the product in this country. Three years later, as a glycerine product, it could no longer be manufactured in England, then engaged in World War II.

Four years ago, with the war ended, Unilever—of which the Pears or-

ganization had become a part—approached Schieffelin & Co., New York City drug wholesalers, who agreed to take on the product for a comeback.

With a limited advertising appropriation, every penny must be made to count. The problem was handed to S. C. Swanson, Inc. (public relations) and the advertising agency, Cowan & Dengler, Inc., both of New York City, who decided to "Sell Nostalgia," for all it was worth, capitalizing on the fame Pears had once enjoyed as an advertiser in America. The product was to be advertised on Barbara Welles' participating program over Station WOR. Miss Welles liked the idea of the nostalgic appeal of Pears and emphasized the historic angle. There was a great deal of quotable fan mail, which kept the ball rolling by providing a continuous flow of new copy. Since March, 1949, when the program was started, Miss Welles has never given a prepared commercial.

Though advertising would help, it could not be counted upon completely to get distribution for a soap which some retailers had never heard of and

others had all but forgotten. As a first step toward arousing their interest, a letter was sent on February 28, on the crested letterhead of Pears' London office, telling of the availability of the soap through Schieffelin & Co.

Whether it was the foreign stamp or the official look of the letterhead, or the fact that druggists after all did remember the past magic of the Pears name—orders immediately began to come into the Schieffelin sales office. Surfeited as most druggists are with display material from manufacturers,



5 Billion?

The average family in the U. S. has an income of \$4,018.

U.S. News & World Report families have an average income of \$13,557.

The margin of \$9,539 represents a sharp difference between a mass consumer market and a class consumer market.



If you are advertising quality goods and services—for either corporate or family use, your best "buy" is the 375,000 people who comprise the top level market of \$5,000,000,000*—people who regularly read this magazine—people who are virtually unduplicated by any other magazine in the management or weekly news magazine field.

5 Billion!

*Send for complete study of
"A \$5,000,000,000 MARKET FOR CLASS CONSUMER GOODS"
giving all sources and showing the indicated expenditures
by our subscribers in 15 important categories such as
Insurance, Recreation, Automobile, etc.

America's Class **NEWS** Magazine

Circulation guarantee 350,000

U.S. News & World Report

WASHINGTON

★ *USEFUL NEWS FOR IMPORTANT PEOPLE* ★

"Knowledge is Power"

Re-elected President



Glenn R. Vineyard, vice president, Deaver Drygoods Company, Knoxville, Tenn., has been re-elected President of the Wholesale Drygoods Institute for another term. Supported by wholesalers representative of all textile and related lines, the Institute is a national organization serving the interests of the independent field of distribution.

Mr. Vineyard says: "I read *The Wall Street Journal* particularly for its accurate and concise coverage of Washington developments."

Manufacturers, wholesalers and retailers—all must keep well-informed on developments in production and distribution. Complete coverage and interpretation of pertinent business news and trends is published daily by *The Wall Street Journal*. That's why 236,977 business executives and their assistants from coast to coast read *The Journal* daily.

Sales executives find *The Journal* not only delivers news but a vitally important market to its advertisers. Your company, too, can get more from its advertising dollars by putting the *Only National Business Daily* to work selling your products or services.

the nostalgic appeal of Pears induced a number of them to arrange displays of more than passing interest. Caswell-Massey, New York City, founded in 1752, and advertised as the "oldest chemists in America," built a window display around its "Made in England" shipping cases, with a showcard headlined, "Good morning! Have you used Pears' Soap?" and another poster reading, "Just arrived from England." The store owners reported that sales were "40% higher than expectations," a claim which seems warranted in view of the fact that the display was retained in the valuable Lexington Avenue high-traffic window for six weeks.

Use Nostalgic Appeal

Promotion-minded Barbara Welles and the Swanson people resolved to let no opportunity to cash in on the nostalgic appeal of Pears slip through their fingers. As an instance, during the run of the play, "Life With Mother," displays incorporating photographs of the stars, Howard Lindsey and Dorothy Stickney, were created for the stores—tying in with the line, "Good Morning! Have you used Pears' Soap?" which is part of the dialogue in the play.

Barbara Welles deserves a good measure of credit for the successful comeback of Pears, her efforts in its behalf having gone considerably beyond the line of duty. While on a recent visit to England, she visited the Pears plant—which gave her much to talk about on her radio programs when she returned. Another typical gesture was her invitation to the wives of Schieffelin salesmen to attend her November 3rd broadcast when actor Maurice Evans was her guest star. In the individual letters of invitation to the women, they were reminded that Evans is a British star with an American reputation as well, so that this might be a sort of Pears'-Schieffelin party.

Part of Miss Welles' keen interest in this sponsor has undoubtedly been the result of the heart-warming letters sent by listeners, many of whom enclosed clippings of old Pears ads, and who have told her of incidents in their childhood related to their early use of the soap. There were a number of references to the famous cartoon in *Punch*, later incorporated into a Pears advertisement showing a tramp writing the testimonial, "Two years ago I used your soap, since then I have used no other!" These clippings of old advertisements have been photostated and made available as display material for dealers.

The letter sent from Pears' British

headquarters helped drugstore distribution get off to a good start. Department stores were slower, their stock reply to solicitations usually being, "We'll order when there's a demand." Schieffelin and those concerned with the product's exploitation felt that something must be done to stimulate that demand. Knowing that managements of department stores are always on the lookout for out-of-the-ordinary promotional handles, they first went to Macy's and showed them blow-ups of the old advertisements and suggested a special display, with the promise that Miss Welles would mention the product's availability at Macy's during the promotion. Macy liked the idea, and good quantities of Pears were sold.

The next tie-in was with L. Bamberger in Newark, who promoted the soap in connection with a display of their model Lustron House. The soap was put into the house in logical places, and posters calling attention to this were spotted about the store. Posters also pictured Barbara Welles, and she came in person to the Lustron House during the promotion.

Then came B. Altman & Co., which devoted a 20-foot counter to Pears. Following the pattern established during the Macy and Bamberger tie-ups, Altman's was mentioned on the Welles program, and in addition, a British girl from Altman's cosmetic department also participated. A radio was set up in the cosmetic section, so employees could hear the program—and push Pears Soap.

Varied Store Tie-Ups

Similar, but not identical, tie-ups have been held at Lord & Taylor's, Bloomingdale's and McCreery's. In going to the stores a different idea has been suggested each time, though in most instances blowups of the old Pears ads have been displayed, and posters picturing Miss Welles and referring to her program have been furnished.

As this is written, Liggett's Grand Central store is staging a promotion along similar lines. An interesting sidelight is that the supply of soap ordered in advance for the promotion began to disappear—customers were buying it too fast; so that it had to be hidden until the promotion broke.

Another indication of the magic of the Pears' name is its use as a theme for WOR's own institutional advertising. Three insertions in business papers and two in the *New York Herald Tribune* have dealt exclusively with this theme, and others have included the case history of Pears as advertised on the Barbara Welles program.

Promotion

"Memoirs of a Corporation"

This year marks the 100th anniversary for Pacific Mills. To spotlight the event, Pacific has produced its history in an attractive promotional piece, called simply, "Memoirs of a Corporation." The first of a series of 11 booklets which deal with the human interest history of the corporation, weaving into the serial a century of progress for capital, management and labor in the textile industry, is off the presses. Ten more will follow in monthly installments. Chapter one deals with Pacific's history. Executive offices for Pacific Mills are at 140 Federal Street, Boston.

Liquor Outlets: Schenectady

The *Schenectady Union-Star* will send you a retail and wholesale liquor, wine and beer outlets list, in booklet form, prepared from licenses issued by the Alcohol Beverage Control Board of the city. The list is broken down by streets and districts.

Television Buyers

Research which shows that the greatest buyers of television sets are to be found among middle and lower-income brackets overlooks or minimizes the heavy buying of sets among high-income families, says a study by *Harper's Magazine*. The promotional piece seeks to prove that the TV set market is a mass market but that manufacturers who think it is merely that are in error. "Plenty of sets," says the *Harper's* release, are being sold to families whose rooftops you can't see from the train." (i.e.: higher-income families) The analysis shows TV set brand ownership as it differs within income groups and other detail with respect to the magazine's audience. Write William E. Robertson, Jr., *Harper's Magazine*, 49 East 33rd Street, New York, N. Y.

Burgoyne Grocery Index

Burgoyne Grocery & Drug Index, Dixie Terminal, Cincinnati, 2, is an organization which pre-tests "for profit." It has a list of 12 good test cities, will go into any or all and pre-test a manufacturer's product. To show something of the system under which it functions, the organization has gotten out a promotional piece, in-

cluding a reprint from *The Saturday Evening Post* on Cedar Rapids, one of the cities which Burgoyne uses as a test market.

Automotive Survey

The Crowell-Collier Publishing Co.—640 Fifth Avenue, New York, 19, N. Y.—has, for some time, been issuing special Automotive Surveys. These Surveys, annual affairs, study the pattern of automobile sales in the U. S., and are based on field interviews. This year's, the 13th during

which the Surveys have been made, samples 8,005 homes, or 5,707 car-owning homes. Some 340 interviewing points were used in 275 cities distributed geographically, by size of place, to parallel the U. S. national market. The study provides detailed information on such items as two-car homes, demand for cars, service and repairs, mileage driven during 1949, opinion of best-looking cars, etc. The brochure leans heavily on tables and graphs, makes comparisons on motor sales between the years 1948 to 1950, and estimates over-all sales during the coming year.



He Arrives... (suit pressed ... shoes shined)

First impression? . . . favorable!

Your printed salesman traveled in style, even though his ticket read "Third Class." He arrived as fresh and clean as when he stepped into this Columbian® Clasp Envelope. Because the envelope took the bumps, the punching and pounding — and came through intact.

A cheap envelope can be darned expensive. Columbian® Clasps save you money in the end. Their extra tough stock, extra wide seams, malleable metal fastener, reinforced hole are worth every cent they cost as insurance for that "favorable impression."

*T. M. Reg. U. S. Pat. Off.

SPRINGFIELD 2, MASSACHUSETTS
Divisions from Coast to Coast



UNITED STATES ENVELOPE COMPANY



The BOOTH Michigan Market

is a Big Grocery Market!

- ★ 29 WHOLESALE GROCERS
- ★ 1743 RETAIL GROCERS
- ★ 565 MILLION DOLLARS ANNUAL
FOOD SALES

This A. W. Walsh wholesale truck, photographed in front of Sherman's Super Market by a Kalamazoo Gazette photographer, gives you an on-the-job picture of the big 565 MILLION DOLLAR annual food market in the EIGHT BOOTH MICHIGAN NEWSPAPER MARKETS.

Michigan works hard and sets a good table. Its families average to spend \$750 to \$849* a year on food. FOUR OUT

OF SEVEN of Michigan's high-volume markets are BOOTH NEWSPAPER MARKETS.*

Michigan is one of the few heavily populated states where population and retail sales have shown the greatest growth since 1940.*

It is one of the few states where family income averages over \$4800 annually.*

* Sales Management 1949 Survey of Buying Power

For further specific facts on how the EIGHT BOOTH NEWSPAPERS cover this big market, call—

A. H. Kuch, 110 E. 42nd Street, New York 17, N. Y.
Murray Hill 6-7232

The John E. Lutz Co., 435 N. Michigan Ave., Chicago 11, Ill.
Superior 7-4680

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

3% of Grocery Brands Are "National"

Scripps-Howard's annual investigation of distribution of grocery store products shows that the "national" distribution claimed by many manufacturers is largely myth.

In its third annual survey of grocery distribution, the Scripps-Howard newspapers find that 8,006 brands are stocked in 75 classifications of products—but only 223 have distribution in all thirteen of the markets studied. This works out to a fraction less than 3%.

In the thirteen cities (see footnote for list of cities and cooperating newspapers) there are 15,541 grocery stores within the ABC city zone. Investigators employed by Scripps-Howard newspapers took complete brand inventories in 1,093 representative stores, a 7% sample.

Seventy-five classifications of grocery store merchandise were included in the survey and all brands having 10% or more distribution in any market are listed in the report called, "Third Scripps-Howard Grocery Product Distribution Survey". The field work was done during the months of May and June, 1949.

There is even greater significance to the 3% figure mentioned in the first paragraph than appears at first glance because no private label brands of corporate chains appear in the report, the reason being that none of the corporate chains operate 10% or

Distribution Patterns of Typical Grocery Products

(from 1949 S-H Grocery Distribution Survey)

Classification	Number of Brands by Number of Markets													Total Brands
	1	2	3	4	5	6	7	8	9	10	11	12	13	
Baby Food														
(Canned or Glass) . . . 7	2	1	—	—	—	—	1	1	—	—	—	1	5	18
Baked Beans 96	17	12	7	3	2	1	3	—	2	1	2	2	2	148
Bleaches 74	11	7	3	—	—	1	1	1	—	—	—	—	1	99
Carbonated Beverage														
(Kola or Cola) 28	3	4	2	2	—	—	—	—	—	1	1	1	1	43
Catsup 118	36	5	5	3	5	—	—	2	1	—	2	7	7	184
Cereals (Cold) 51	12	9	1	3	1	6	—	—	1	—	—	27	27	111
Citrus Fruit														
Juice (Canned) 221	55	23	16	8	6	4	1	4	2	6	3	3	3	352
Coffee (Regular) 214	37	11	12	7	3	—	2	4	1	2	—	5	5	298
Dog Food														
(Canned) 87	19	7	5	2	2	3	2	—	1	—	—	4	4	132
Flour														
(All-purpose) 93	19	2	4	—	1	—	—	1	—	—	1	1	1	122
Insecticides 216	48	19	6	10	5	2	4	1	—	1	—	4	4	306
Meats, Luncheon, Canned														
. 49	9	4	4	—	2	1	4	1	—	2	1	4	4	81
Meat Sauces 281	62	23	19	9	17	7	11	4	2	4	—	6	6	445
Milk (Canned) 44	12	1	1	2	2	1	1	—	—	1	—	4	4	69
Oleomargarine 22	10	9	4	3	3	—	1	1	1	3	1	5	5	63
Rice (packaged) 75	18	5	3	3	2	3	—	1	2	1	—	3	3	116
Salad Dressing 182	39	14	7	5	8	5	—	2	2	1	—	1	1	266
Scouring Powders . . . 37	6	3	1	2	3	1	—	—	1	1	1	8	8	64
Soap (Laundry Bar) . . 44	5	2	1	2	1	—	—	—	—	2	—	4	4	31
Soap (Synthetic Detergents)														
. 14	7	10	8	2	2	—	—	1	1	4	—	4	4	83
Tea (packaged) 91	14	14	4	2	1	2	2	1	2	1	—	2	2	136
Waxes & Polishes 106	19	6	3	4	1	2	—	—	2	1	2	3	3	149
TOTALS (all 75 classifications)	5262	1043	454	274	177	160	112	89	62	56	49	45	223	8006

How to interpret the table: 18 brands of baby food (canned or glass) had distribution in 10% or more of the stores in any city. 7 brands (under "1") had that percentage of dis-

tribution in but a single city; 2 had distribution in 2 cities and (skipping to figure under "13" at right) only 5 out of 18 had the required 10% distribution in all 13 cities.



Serving the



REDBOOK



self-interest of Young Adults!

OVER THE YEARS, by that process of natural selection which brings magazines and people together at the newsstand, REDBOOK has attracted a multi-million audience largely concentrated in the 18-to-35 age group.

As we have studied the habits and interests of these readers, we have come to know—with absolute certainty—the many specific and important *differences* between them and the 18-to-35-year-olds of other times.

Conditioned by the longest depression and the biggest war of all time, these young people have emerged more honest in their awareness, more practical in their methods, more hopeful in their ideals, than any previous generation of young people. They are truly Young Adults.

To serve this group with articles and fiction, conceived and written exclusively for them, *is the sole editorial purpose of REDBOOK*. In the coming

months you will see in the pages of REDBOOK how significant these special interests are—economically, socially, morally, and even in their expression of religion.

★ ★ ★

As a market REDBOOK's Young Adults are terrific. From diapers to dog biscuits, from cold cream to new cars, their rate of use is way above average. And whether it's a television set or a new hat—they're not likely to postpone the purchase. They're the *live-now, act-now, buy-now* audience of today.

AS AN ADVERTISER, WITH THINGS TO SELL THAT THESE *ACT-NOW* YOUNG PEOPLE WANT AND NEED, YOU WILL FIND REDBOOK A HIGH-TRAFFIC SHOW WINDOW FOR YOUR PRODUCTS.

Serving the self-interest of Young Adults!

THE LIVE-NOW...ACT-NOW...BUY-NOW AGE GROUP

more of the stores in any of the thirteen markets.

The table shows distribution patterns of 22 out of the 75 classifications, together with the grand totals.

The numerical dominance of local and sectional brands shows up in the grand total. Out of 8,006 brands in the 75 classifications, 5,262 (or well over 60%) appear only in one city, and 1,043 in only two cities. 88% of the brands are available in only one to four of the thirteen cities.

Copies of the report are available to SALES MANAGEMENT readers by application on company letterhead to

Harold Riesz, Research Director, Scripps-Howard Newspapers, 230 Park Avenue, New York City, 17, N.Y.

The participating newspapers are: *The Birmingham Post*, *The Cincinnati Post*, *The Cleveland Press*, *The Columbus Citizen*, *The Denver Rocky Mountain News*, *El Paso Herald-Post* & *The El Paso Times*, *The Fort Worth Press*, *The Houston Press*, *The Indianapolis Times*, *The Knoxville News-Sentinel*, *Memphis Press-Scimitar* & *The Commercial Appeal*, *The Pittsburgh Press*, *The San Francisco News*.

Sports Shots Blowups Win Display Space for Voit

Full-of-action photographs made at sporting events have turned out to have unusually strong dealer appeal. They're used in windows, as interior backgrounds, as wall murals.

A point-of-sale display idea which has proved so satisfactory that it has become a permanent fixture in the promotional program of the company sponsoring it, is worth a second look. Such an idea was developed by the W. J. Voit Rubber Corp., Los Angeles, maker of rubber-covered sports balls.

While professionals and adults play with leather balls which are governed by official regulations, the Voit ball, less expensive, can be—and is—used by youngsters in schools and by many factory sports teams. This is the institutional market for Voit. The other part of the market is consumer: balls bought largely by parents for children. (Sixty percent of the retailers' customers are mothers.)

A large share of Voit's advertising investment goes into materials that help dealers display the line, which is highly seasonal, the demand peaking between spring and Thanksgiving. The average dealer has limited counter and window space for which there is keen competition. That rules out

elaborate display devices. Another problem: An athletic ball is hard to display because it rolls around. The most successful point-of-sale devices, therefore, take the form of a support for the ball.

But two years ago the company and its advertising agency, Hixon & Jorgensen, Inc., hit upon another display idea which is now being used over and over again. This was the use of exciting action sports photos. The photos are blown up to 4 x 5 foot size to be used in windows, as a background for an interior display, or a decoration for the sports department. Blowups bear no advertising other than the words "Voit Sports Shot."

These pieces immediately became popular with dealers. Customers asked for them for use in clubrooms, and there has been a steady flow of mail requests from the public.

"The sports shots," Willard D. Voit, company president, says, "have become popular because we were careful in finding and selecting the four

or five we send out to dealers every year.

"We obtain hundreds of photos from picture news agencies, public relations departments of schools and colleges, and similar sources. We ask for prints of pictures which appear in the sports news. We pay for rights on pictures we use.

"Good sports shots for our purposes may have nothing to do with news or with the kind of ball in play. Generally, we use ball pictures, but an exciting photo taken at another kind of game is acceptable. We consider action first of all. We choose pictures that will stop people on the sidewalk, in a store, anywhere. Our first picture last season was a shot of a major league ball game in which a runner is sliding for base, and the baseman is caught in the air over him. Of course, we need a photo with a good clear negative which will enlarge well. We prefer photos with good sports background.

"Certain other factors have to be weighed, such as regional feeling; each section has its own heroes and its own favorite sporting events.

"Our blowups go to between 1,700 and 2,000 retailers, based on request. They cost about \$2 each. Dealers also receive reprints of our current magazine advertising from such media as *The American Weekly*, *Collier's*, *Life*, *Look*, *Newsweek*, *The Saturday Evening Post*, *This Week*, and *Time*.

Luminous Display Case

"So far as getting the merchandise itself on display is concerned, we developed for the past season a luminous Monsanto plastic ball base, light yellow in color to stand out among other displays. It is luminous in daylight. It is printed with our name, costs under 35 cents, and can be mailed flat. It is shaped into a ring with two studs. In the rush of the sports season anybody's play ball may be propped up on anybody's else's support; this plastic base has the advantage of carrying our name.

"Recently our packages were redesigned to serve as displays. They now have punch-out panels which either expose or support the ball. Packages have a uniform color combination, and they become building blocks with which a large or modest display can be made to fit available space. Dealers frequently ask for empty boxes for this purpose.

"So far as the sports shots are concerned, however, they've been so effective that they've become a repeating factor in our display program."

SALES MANAGEMENT

This Entire Sales Force Polices the Leaks in Profits

Based on interviews by Elsa Gidlow with

ADOLPH LEHMANN, President, and FRANK J. CAFFARELLI, Vice-President in Charge of Sales,
Lehmann Printing & Lithographing Co.

There's an unusually active spirit of teamwork in this West Coast printing and lithographing company. Much of it is rooted in a basic management pattern in which the salesmen help to make policy and share in the earnings.

"Salesmen are a part of management," business big and not so big is fond of claiming. It's a good argument. There's much to be said for it. But salesmen have been overheard to mutter, "Oh, yeah?"

In San Francisco there is a two-and-one half-million-dollar firm selling labels throughout the world. Its president believes that salesmen are a part of management.

Adolph Lehmann, who started out as salesman for his own business some 47 years ago, maintains that it isn't wise to separate salesmanship from management, or vice versa, if you want the kind of enthusiasm and zeal that never knows a time clock.

Salesmen by logic and tradition are a part of management, Mr. Lehmann believes—"but if they are to be kept in the orbit of management, management must prove it with works." Mr. Lehmann proves it in his own operations, in his attitude toward his salesmen and in several practical ways:

1. Members of the Lehmann sales organization who have proved themselves earn the title "Executive."

2. After they graduate to this rank they may become stock owners in the business and participate in a profit-sharing program.

3. Senior salesmen, or "sales executives" as they are then called, take part in policy decisions and help to solve management problems.

4. Once "in," the salesmen have a sense of security. They are assured that, commensurate with their own efforts, they will grow with the firm toward a successful future.

"Our salesmen," Mr. Lehmann

says, "like all our executives and department heads, will do a week's work in a day if circumstances call for it, not through any speed-up or efficiency system imposed from without, but simply because their hearts are in it. Hours mean nothing around here. If the volume of business calls for it, you'll see many of us working 10 or 12 hours from choice. When a customer needs special service, when a job must go out in a rush, week-ends are like any other days."

The source of this enthusiasm

which makes the Lehmann plant and offices buzz with activity, yet without any atmosphere of pressure, is precisely a sense of security in the job, of being a part of management and sharing in the profits. "It stimulates a sense of personal responsibility," says Mr. Lehmann.

The Lehmann sales department is different from many in one important respect: "We never have gone out to recruit a salesman as such. We began by making salesmen out of the boys who had been working around the place for years. We continued by taking in men who could be trained to sell after they knew the business well enough on the inside."

The history of the firm has much to do with its personnel relations. It was founded at the turn of the century when the youthful Adolph Lehmann borrowed \$190 and decided to open a print shop. His "plant" was



"Just be glad your husband's not a sales analyst, dearie! I've had coefficients and projections for dinner for thirteen years."

87,079

FAMILIES WEEKDAYS

126,015

FAMILIES SUNDAYS

(AVERAGE ABC NET PAID
3 MONTHS ENDING 12-31-49)

The Youngstown district, with a population of more than half a million, is the third largest market of Ohio, ranking next to Cleveland and Cincinnati. You cannot cover this rich and thriving field without the

Youngstown Vindicator

KELLY-SMITH CO.

National Representatives

Chemical Co. V. P.



Mr. H. E. Bramston-Cook has been elected a vice president of the Oronite Chemical Company, subsidiary of Standard Oil of California.

Mr. Bramston-Cook says, "Through the years I have found that *The Wall Street Journal* makes it a policy to carry all of the vitally significant chemical news of interest to those in the industry."

Business executives and their assistants (236,977 active business men from coast to coast) depend upon *The Wall Street Journal* daily for full coverage of essential business news and for interpretation of business situations.

Advertisers, who sell to business men, depend upon *The Journal* to sell their advertising messages directly to the men-in-positions-to buy. You, too, can get more for your advertising dollars by putting the Only National Business Daily to work for your company . . . selling your products or services.

a loft in the old Shanghai district on the San Francisco waterfront, his equipment an assortment of used type and one small job press operated by foot power (because the youth lacked funds to buy a motor). During the day the young owner was his own salesman, soliciting orders up and down hill (and San Francisco has plenty of hills). Late in the afternoon he returned to the shop, set up type forms for the jobs he had sold and "kicked" the press well into the night. The better his selling efforts during the day, the later into the night he had to work. It was years before he could afford a helper. He did his own selling for 20 years before a regular sales department with one salesman was set up.

Lehmann now occupies half a city block in downtown San Francisco and will shortly move into a modern plant providing 100,000 square feet of floor space with nearly a million dollars' worth of new equipment adding to or replacing the old. It will continue to make what it has exclusively specialized in for 47 years: labels.

Labels, Labels, Labels . . .

In stock at San Francisco headquarters there are always about two hundred million labels. Salesmen have to be familiar with the several thousand different designs and sizes pictured in 13 bound catalogs. More, they must learn how to adapt the right labels to a customer's needs in the United States or in any country in the world, bearing in mind the type of product, character of the firm and its merchandising approach, local customs, preferences, taboos, regulations, and a host of state, federal or foreign laws or provisions governing the labeling of goods.

To take the necessary pains, a salesman must be steeped in the know-how of the business, sparing no effort to keep himself informed. Only a man who is, or feels he may make himself by his efforts, an actual part of management will be valuable in a sales department with these exacting requirements, Mr. Lehmann maintains. Conversely, a company that requires this much of its salesmen should conscientiously see that they are able to work themselves into the management circle as their experience matures. It will be seen why the Lehmann company does not go out to "hire" salesmen but prefers to "make" them.

Two factors have kept the sales department staff relatively small for such a vast business: large amount of selling by mail and the intensive nature of the operation. Six senior sales-

men who are classified as "executives" make up the head office senior sales staff. In addition, there are branch office sales staffs in Los Angeles, New York City, Chicago, Philadelphia, Ogden, Seattle, Portland, Houston, with new ones soon to open in Denver, New Orleans, and other cities. Lehmann also has brokers and representatives throughout the world.

Apprentice Salesmen

This year, with buyers' market conditions developing and stronger selling efforts indicated, Lehmann is developing a group of junior salesmen. Two were engaged for induction into the business with salesmanship as the goal if they prove apt. The others are being developed from members of the present organization. With the first, the method is to engage personable young college men in their early twenties, willing to make a career of the business and gradually work into selling as their know-how and experience justify. Under the jurisdiction of the sales department they have actual experience in the office. At the same time they can study plant operations. They are initiated into selling little by little as opportunities present themselves.

In the case of members of the present organization, Mr. Lehman and Frank J. Caffarelli, vice-president in charge of sales, watch for signs of selling ability in men who have been with the firm long enough to be experienced. They personally instruct them in selling methods and policies, both inside and in the field. "As a result of this approach," Mr. Lehmann points out, "we now have an underlayer of about six young men who are enthusiastic and efficient. They are being groomed for profit participation at the right time."

The status of senior salesmen, or executives, provides stimulus to the younger group, since they themselves are stimulated by the conditions under which they work and their positions in the organization.

Mr. Caffarelli joined Lehmann about 25 years ago as a stenographer. He worked up to his present position as vice-president in charge of sales before the age of 40. Others now identified as sales executives came in as errand boys or in similar humble capacity. All have been with the firm for at least 15 years. No salesman is over 40 years of age. Some of them are considerably younger. Their quick rise to management status is pointed out to younger men.

Five years ago, when Mr. Lehmann set up his profit-sharing policy for senior salesmen and other seniors



BETTER TEST IT FIRST

You're skating on thin ice when you put your full weight behind a new product before testing it. For tests you can trust, try "Test Town, U.S.A." Here results are typical — because the South Bend market is typical. It offers a perfect cross-section of the nation's industrial-agricultural structure. One newspaper — and only one — covers all of this great test market. Write for free market data book entitled "Test Town, U.S.A."

The
South Bend
Tribune



STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

and executives in the company he preferred not to call it an "incentive system." He believes that men who feel themselves a part of the management of the company do not require "incentive" in the sense in which the word is usually understood. They will strive to earn — together with management — the rewards of effort. Mr. Lehmann set aside a substantial share of the business for employees who had been with the firm for 15 years or more and called it a "profit-participation plan." This took in all members of the sales force during that period.

Employees were helped to acquire stock on a straight ownership basis, the amount being in proportion to their seniority. Each sales executive, or senior sales department member, now has stock ranging in market value from \$6,000 to \$30,000 each. "Since the stock was obtained by the men," Mr. Lehmann says, "it has doubled in value." By agreement with the firm, the men may sell their stock back at whatever may be the current book value at time of sale. Sale must be made to the firm only, not to outsiders, because it is a closed company.

Two executives who retired during the past three years sold their stock

to the firm at a profit. Shares were eagerly acquired at the increased value by the other executives and divided among them, each being apportioned a block in proportion to his interest in the firm. This, of course, is in addition to regular salary compensation and commissions which give the men earnings commensurate with the standard in the industry.

What happens if the men are asked to share in setbacks or losses common at times to management? Mr. Lehmann has been in the fortunate position of not having to answer this question because there has been a continuous history of profit. "Our firm never has been in the red a single day since it was founded," Mr. Lehmann emphasizes.

Sharing Management Functions

Compensation or profits alone will not make a salesman feel a part of management. Perhaps the real test is the extent to which he participates in management decisions and policy. At Lehmann Printing and Lithographing, senior salesmen attend management round-table meetings held each Tuesday from 5:00 to 6:00 P.M. (or later, if required). They are present during Saturday noon executive luncheons. "We never hold

a sales meeting as such," Mr. Lehmann explains. "Selling is not done in a vacuum. It is part of an integrated process taking in production, promotion, distribution, accounting, collection, credit, and the rest." In other words, a sale is only a sale if it is a good sale, to a desirable customer. It is a better sale if a customer, and not just a sale, is made.

Weekly meetings, therefore, are called "management meetings." All senior salesmen, executive heads and production department heads take part. There is open discussion of all problems. The exchange is candid. Production heads may offer constructive suggestions to the selling department. The selling group criticizes production practices, workmanship, service. "When all problems are on the table," Mr. Lehmann points out, "the salesmen see for themselves what sales effort is required, what problems must be solved, what challenges are to be met." One of the first and most marked results of having salesmen participate in management problems, this firm has found, is improved collectibility on orders. When salesmen know that they are a part of management they think less in terms of orders than they do of the long-range value of the sale and the contact, their

New
**QUAD-CITY
NEWSPAPER
FEATURE!**

GREEN STREAK

**SECTION
HELPS CARRY
YOUR ADVER-
TISING MESSAGE
TO BIG SPENDING
MARKET**

Let this great new feature help you sell in a great newspaper market. **THE DAILY TIMES GREEN STREAK** is a regular four-page section, jam-packed with features including Walter Winchell, Louella Parsons, fashions, comics, and stories written about interesting local people. Covers one of the mightiest markets along the Mississippi—Davenport—Rock Island—Moline—East Moline—plus 12 rich rural counties in eastern Iowa and 5 in western Illinois. For a real selling job, put **THE DAILY TIMES** with its **GREEN STREAK** on your schedule.

The Davenport Newspapers
★ **THE DAILY TIMES**
★ **THE DEMOCRAT & LEADER**
Davenport, Iowa
*Represented Nationally by
Jann and Kelley, Inc.*

own as well as the boss's profits being at stake.

What happens when it becomes desirable to curtail profits for the moment and plough back earnings into a new plant, new equipment, or both? Lehmann has had no difficulty with its profit-sharing salesmen. Pros and cons are freely discussed in weekly meetings and the consensus is finally taken when all arguments are in. During the past two years votes were cast for new equipment and a new plant. The men see for themselves when improvement or expansion will mean greater profits in the long run. "We take the men completely into our confidence," Mr. Lehmann says, "and complete sincerity is necessary to the success of this approach."

Younger men are shown, case-history-wise, what the senior men have accomplished. "Embryo salesmen of today may look at the truck driver who earns more than they can and may feel they are being badly treated," Mr. Caffarelli points out. "They have to dress well, maintain a car, keep up certain standards of living on less than the average union laborer does in some instances. We admit this. We tell such impatient young men that if they want to earn more, faster, there are jobs where they can do it. On the other hand, they can take the long view, work

and build a career for the future. By the time they are 35 years of age they have earned prestige, position and a good income with lifetime security. We know of no way by which they can have their big earnings now and share in the management cake later. In this organization, everyone is in a position of responsibility is an example of what we try to make the younger members of the organization believe: that there is no limit to how far they may go in the company, if they have the will, the initiative, the industry, and the energy to accept responsibilities and challenges implicit in their jobs."

Management, on its side, must show its faith all along the line, not only with fair compensation and fair sharing of profits, but by bringing salesmen into the management circle and giving them a voice in policies and decisions. Mr. Lehmann has done this and he feels that the success of the company over the years is proof of the soundness of the approach.

Members of the firm, besides Mr. Lehmann and Mr. Caffarelli, are: Albert Weinstein, vice-president and general manager, with the firm 22 years; George De Salvatore, vice-president in charge of production, with 19 years' experience in the organization.

Baskets for Baby Food Up Gerber Retail Sales

Gerber Products salesmen are busy selling wire baskets for baby food displays. A jumbled arrangement lends a bargain-sale air to displays, cuts time required to stock up.

Sales representatives of Gerber Products Co., Fremont, Mich., are busy pushing the sale of folding wire baskets in which to display Gerber's baby foods in super markets and large grocery stores. Gerber doesn't provide the baskets and the representatives don't receive any commission on the sale of them (Gerber salesmen are employed on straight salary.), but they have found that they, as well as the dealers, profit by the displays because sales increases of as much as

35% resulted when they are used.

Several advantages are claimed for the basket displays. Instead of stacking the cans of food neatly on shelves, the dealer dumps them into baskets, cutting down stocking time by about two-thirds. Then, too, the dump display lends a bargain atmosphere which prompts shoppers to think the products are on sale at a discount.

The baskets are available in two sizes: 3-dozen and 5-dozen. A display of the complete Gerber line of baby



MESS SELLS MASS: Shoppers hesitate to break up a neat display by buying a can or two. So Gerber's sells wire baskets to retailers for jumbled displays.

foods occupies about eight feet on each of three shelves if the small-size baskets are used. It is well identified by Gerber point-of-purchase advertising.

The idea originated on the West Coast and spread rapidly across the country. Introduced in Detroit recently, for example, about 15 displays already have been installed. Others are going to be installed in the near future, according to Fred C. Yeakey, district sales manager.

The baskets were designed especially for the display of baby foods and are manufactured by Folding Carrier Corp., Oklahoma City. A set of 36 baskets retails for about \$35.



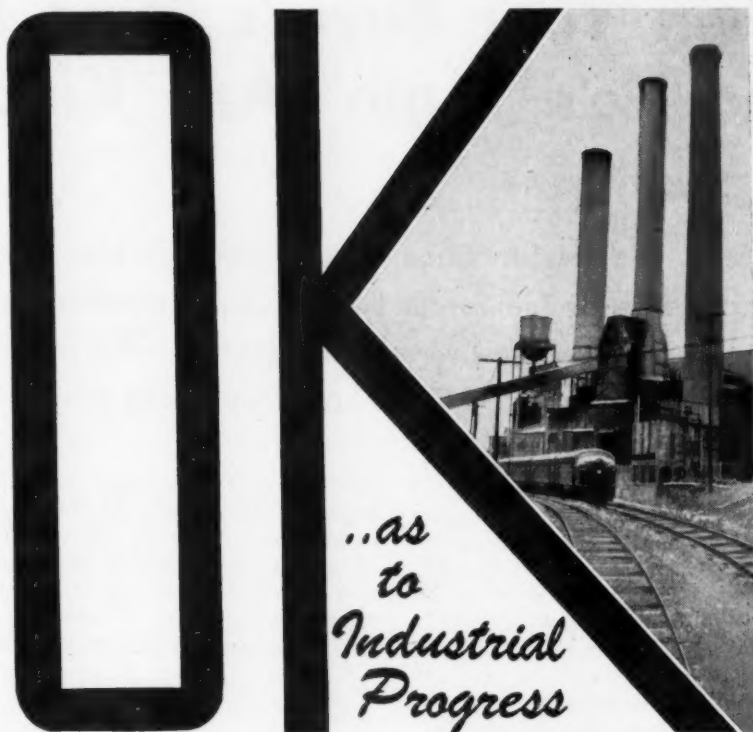
If you have **YOUNG** ideas . . . Read

COSMOPOLITAN

If you're selling people with **YOUNG** ideas . . .

BUY COSMOPOLITAN
America's Most Exciting Magazine

FEBRUARY 15, 1950



While primarily located in one of the very greatest and most prosperous agricultural sections of the country, St. Joseph is known for the diversification of its industries and its wide wholesale and jobbing market.

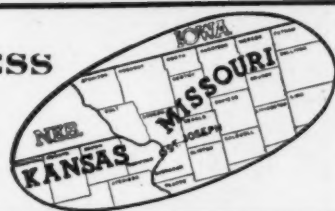
Located in the **CENTER** of the **NATION** . . . with river and air **TRANSPORTATION** as well as rail and highway . . . St. Joseph is the gateway to the west in 1949 as it was in the Gold Rush of 1849.

Some of the larger employers are Armour & Co., Swift & Co., Dugdale Packing Co., Goetz Brewing Co., Quaker Oats Co., Smith Bros. Mfg. Co., Ely-Walker Mfg. Co., Sun Mfg. Co., Noma Electric Corp., Terminal Warehouses and Mokin Produce Co., Chicago, Burlington & Quincy, Western Tablet Co., Tootle Dry Goods Co., C. D. Smith Drug Co., Wyeth Hdw. & Mfg. Co., and Whitaker Cable Corp.

St. Joe, Mo.

ST. JOSEPH NEWS-PRESS
(EVENING AND SUNDAY)

St. Joseph Gazette
(MORNING)



WHAT POPULATION FIGURES do agencies use?

A survey by the Metropolitan Group found that 21 out of 22 leading advertising agencies use population figures from—

SALES MANAGEMENT'S "Survey of Buying Power."

(1950 issue May 10; Reservations close Feb. 17; Copy March 10)

When Your Buyer's Mind Is Frozen And He's "Agin" Any Kind of Change

... tests and performance reports can sell him. That's the experience of California Barrel Co., in meeting sales resistance against a new wire-bound container for packing perishable farm crops. Here's how they broke prejudice.

Early in 1949 the California Barrel Co. was ready to place on the market two new wire-bound wooden shipping containers which it believed would save money for men concerned with producing, packing, transporting and distributing perishable farm crops. For various reasons and in varying degrees these men were resistant to change. How the company's sales department met this resistance and won acceptance for the containers illustrates again that the surest road to sales is to show users all along the line how they will benefit.

Officials of the All-Bound Box

Division of the company say: "We knew we would have some resistance to overcome in selling the new type of wire-bound container in competition with the well-established nailed crate. The best way to meet this resistance seemed to be: (1) to con-

duct thorough field tests to provide well-documented case histories of user benefits; (2) do intensive grass-roots field selling with demonstration; (3) have aggressive advertising support."

The two new containers developed by California Barrel were modifications of existent types especially designed for important western crops: drypack lettuce and cabbage. The company began with a drive to switch the huge drypack lettuce industry of California from the standard nailed container (known as the L.A. Crate) to its Cabco "Square."

Years ago, when pioneers of the lettuce industry adopted the nailed



DEMONSTRATIONS MAKE SALES: Warren F. Myers, sales manager of Cabco's All-Bound Box Division, is in the field at least three days of every week personally supervising on-the-farm demonstrations. Company had to fight fears of higher cost.

REACHING SALES RESISTANCE AT ITS SOURCE: Cabco salesmen not only demonstrate the advantages of the wire-bound lettuce crate, but train field and shed workers in its correct use for speedy, efficient packing and loading operations.



People go for what they see

...and they really see, read and remember advertising in The Chicago **SUN-TIMES!**



Here's Proof: In a new Continuing Study of Newspaper Reading survey of The Chicago SUN-TIMES, 21 general and retail ads received readership ratings among the ten highest in their categories for 133 studies to date.

It was the first study in which such a large number of items attained all-study distinction for readership.

It shows readership of national advertising in The SUN-TIMES 26% higher for men and 20% higher for women than the median figure for 133 newspapers studied over the past ten years.

The success of your advertising depends on good reader-attention. Make sure you get it. Advertise in The Chicago SUN-TIMES!

TOTAL CIRCULATION
Average Net Paid Daily 629,179

(ABC Publisher's Statement, 9/30/49)



Chicago's 2nd Largest Newspaper Moves the Goods!

CHICAGO
SUN TIMES
THE PICTURE NEWSPAPER

211 W. WACKER DRIVE, CHICAGO 6

250 PARK AVENUE, NEW YORK 17

Los Angeles lettuce crate, it was a practical container. Heads of lettuce were smaller then. Five and six dozen heads could be packed in a crate. Developments in seed strains have resulted in larger, more solid heads. Today consumers prefer them. However, no change has been made in the size of the L.A. Crate to accommodate the larger heads. The standard L.A. Crate was shipped on a billing weight of 78 pounds, but the bigger, more solid heads often brought weight up to 85 or 90 pounds.

This "bulge packing," as it came to be called, meant that more poundage reached receivers. However, there were these disadvantages: a serious amount of bruising resulted because the produce, not the container, took handling shocks. The container was more likely to break and require re-coopering at destination. Much of the lettuce arrived in unsalable con-

dition. Carriers were plagued with claims for "rough handling."

Early in 1949, the Interstate Commerce Commission set up new bulge regulations which established maximum girth measurement for produce shipping containers. The new Cabco Square helps shippers to comply with regulations at no loss of poundage.

One might think that such a new container would need only to be announced, for all concerned to run for it. On the contrary, there was reluctance to change. The company examined the reasons for the resistance and found:

1. The grower - packer - shipper groups were used to the nailed crate. Their field and shed labor was familiar with it and not easily trained to use something new. In some areas shippers had considerable investment in automatic lidding machinery.

2. Purchasing commissions, brokers and wholesalers who handle produce in the regular channels (a) were not interested in a change; (b) liked the overloaded crate; (c) thought the wire-bound container was too new and demanded too much selling and explanation to the receivers.

3. Railroads and trucking companies were skeptical because the new container uses lighter-weight veneer instead of dimension lumber. Despite the fact that Cabco Squares are sturdily bound with steel wire, they feared they might not hold up. They were not sure they would load as efficiently or fit properly into freight cars and trucks.

4. Receivers thought they would receive less poundage per container. Some did not care particularly about the condition of the produce because if a crate was not too badly damaged, they could often pass the problem on to the retailer.

For the most part, it was habit that had to be countered in selling all groups. In each instance, the company's sales department knew that resistance must be overcome by demonstration of benefits. Cabco resolved to make a series of test shipments, beginning with lettuce, one of the most easily bruised of agricultural crops. Cabco approached grower-packers in two main California lettuce-growing regions, the Salinas Valley and Imperial Valley, seeking cooperation for the tests.

The Real Test

At length, a handful of leading packers consented and, in cooperation with buying commissions, test shipments were made. The first was from the San Joaquin Valley to Oregon, a 24-hour high-speed truck haul. Size 4 lettuce heads, 48 to a crate, were drypacked, loading two trucks. Top ice was used on the loads. At the end of the run the receiver found that there were no broken containers, no shifting of the load in transit, and nearly every head of lettuce packed the previous day was received in marketable condition. This receiver was accustomed to as high as 25% damage on lettuce shipments.

The next test was a refrigerator carload from the Salinas Valley to eastern points. On arrival there was less than 1% of damage to crates or contents. Receivers of this type of load have reported, at times, as high as 50% broken crates with bulge packing.

Shopping Center
of a Balanced
\$449,000,000 Market

they eat 43% more
in CANTON, OHIO

Retail food sales running 43% above the national average is your assurance that your advertising and selling in the Canton market will produce maximum volume per dollar invested.

It's an economical market to sell. One newspaper — the Repository — reaches the 94,000 families whose well above average incomes are stabilized by over 200 diversified industries and the crops from Ohio's most thickly populated farm area.

Sales potential like this justifies a full schedule in the Repository for all consumer products. Despite claims to the contrary you just can't cover this rich market without the Repository.

100% coverage of a one-news-paper market . . . 99.3% carrier delivered.

A Brush-Moore Newspaper
Represented Nationally by Story, Brooks and Finley

These tests were of great interest to major buying commissions. Poundage was identical in the new wire-bound crate and more of what they received was marketable. In addition, there was rarely a crate that needed re-coopering.

Carriers, too, quickly responded to the results of test shipments. They were sold on these main points: (1) Shipments conformed to established billing weights; (2) the new container met the new ICC bulge requirements; (3) loading was efficient; (4) shipments arrived in much better condition, practically eliminating damage claims.

The main argument in selling receivers was the superior condition in which produce arrived and the higher percentage that was marketable. The improved outturn at the receivers' end was demonstrated in several test shipments.

Work to Do

However, selling the large number of smaller grower-shipper-packers still remained to be done, and this proved to be a grass-roots (or lettuce-roots) job. This group is composed of two divisions: growing and shipping combines or associations taking in major producers and many smaller independent growers who sell their produce for shipment either to buyers or to one of the combines. The only way

hands and representatives of the associations.

In their shirt sleeves and with batches of Cabco Squares for demonstration, the Cabco sales promotion staff went into the fields and packing sheds. They found two objections: (1) The trouble of training workers to use and handle the new containers; (2) the fact that some grower-shippers had investments in lidding equipment and saw no reason to switch to a container which would have to be closed by hand.

For the larger grower-shipper an automatic top-closer was developed. The smaller grower for whom this equipment would be uneconomic was shown savings he, too, could realize:

1. The wirebound container saves warehouse space and handling because it is delivered flat in bundles of eight.
2. No hammer or nails necessary.
3. Fears that hand-closing will result in higher labor costs are overcome by demonstrating that six crates per minute—one every 10 seconds—can be assembled by workmen who never before handled the wirebound container. When the container is filled it is shown that in 10 seconds green hands with a few minutes' instruction can securely fasten down the lid.



EVERYBODY HAS TO BE SOLD . . . even the trucking operators. Will vegetables packed the Cabco way load well . . . ride easily and without damage? Cabco's big point with the carriers is that the use of wire-bound crates cuts down damage claims, eliminates shifting of the load while in transit.

to sell this group was to do it individual by individual. This meant going into the field and spending hours with the grower, his hired

4. Paper liners are eliminated.

5. Initial cost of the new container is no higher than the old type.

THIS MAN

WILL MAKE A NAME FOR HIMSELF IN THE HOSIERY BUSINESS

He may be employed now as a promising young sales or merchandising executive in the manufacturing, retail or wholesale field, but finds his chances for advancement limited by reasons of seniority or other circumstances not of his own making.

If engaged by our client he will receive a thorough training in this firm's sales policies and mill operations in preparation for a position of high responsibility as divisional manager of sales and sales promotions. The products are men's and women's hosiery, nationally known and sold through a selected group of wholesale distributors.

He must possess qualities of leadership and sales ability above the average.

He must be prepared to travel and when necessary be free to remain in the territory to which he is assigned.

No interviews except by appointment and only after a detailed application in writing mentioning age, marital status, present employment, salary and photograph (if available).

Please do not telephone.

Address:

JOHN THOMAS MILLER
(Advertising)

71 West 35th Street
New York 1, N. Y.

*Our client's employees know of this advertisement. All applications held in strictest confidence.

POINT OF SALE ADVERTISING

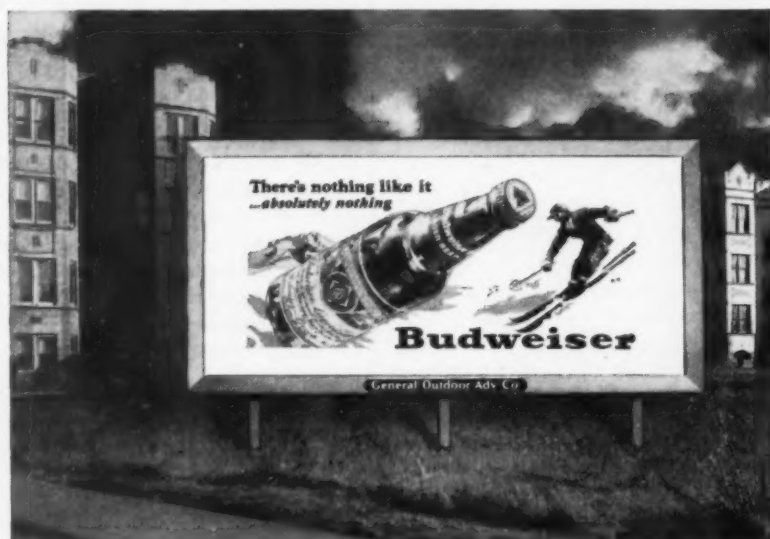
Colorful - Self Adhesive - Cellophane, processed in Rolls. Easy to buy - Easy to apply - used for Packaging - Point of Sale Advertising - Dealer Instructions - Distributor literature imprints.

TOPFLIGHT TAPE CO. YORK, PA.

PLANNED YOUR CONVENTION YET?

HOTEL del CORONADO, Coronado Beach, Calif. (across bay from San Diego) offers ideal resort hotel convention facilities for groups to 1200. Ocean front, marvelous food, spacious theatre, meeting, conference, assembly rooms. Banquet and ball room for 1500. All sports on grounds. Tijuana, Mexico. Only 15 minutes. Races, Jai Alai. Write for Folder C. Harry S. Ward, Managing Director.

Watch sales bud in any market



IMPACT. One look at this Budweiser panel and it sticks in your mind. Why? Because studies show almost 85% of all we learn comes through seeing. And Outdoor Advertising makes seeing easy... leaves your prospect with a clear, uncluttered

picture. That's the picture he carries with him when he buys! General Outdoor Advertising Co., 515 South Loomis St., Chicago 7, Ill.

★ Covers 1400 leading cities and towns



The most important benefits the new container offers produce packers is its inherent ability to meet the new ICC maximum girth requirements *without* reducing the quantity of contents, and the remarkable container strength which increases outturn of produce at the receivers' end. Here the one big point is that the increased revenue coming from better outturn more than offsets any minor inconveniences because of the newness of the container.

Ultimately, through intensive field work, the company was able to convince an increasing number of grower-shippers that, once understood, the Cabco Square is as fast and convenient to handle as the nailed crate, loads as fast, and has all the other enumerated advantages.

Backing up and reinforcing field selling—which Cabco officials call the most important part—was a factual advertising campaign in grower and shipper business papers, coupled with a direct mail effort.

Factual Stuff

Each advertisement was a case history—a word-and-picture demonstration of money savings, cost cuts and more efficient operations. Reprints of advertisements, together with descriptive literature, were mailed to growers and shippers.

The task of convincing the lettuce men is by no means finished, but today more and more poundage is being shipped in the Cabco Square. Meanwhile, using the same approach of demonstrating user benefits to all concerned, California Barrel is successful in showing cabbage grower-shippers advantages of another new wirebound container.

Putting over this new container was a slightly different problem. The biggest buyer of one large crop (that from Imperial Valley) is the Armed Forces, taking large shipments for occupation forces in Guam, Hawaii, Japan and elsewhere. Here, of course, an ocean carrier is involved. Grower-shippers were bulge-packing and the resultant package was causing some trouble. Overloaded nailed crates were hard to palletize and stow in the hold of a ship. Because of the bulge, loads shifted during the voyage. The produce arrived badly bruised. It was not, in military terms, an "acceptable percentage."

Cabco came up with a wirebound cabbage crate which its sales department believed would solve the difficulties. It is a very lightweight container and this time officials were dubious. However, all concerned

Buffalo's LARGEST Newspaper

284,000* SUNDAY CIRCULATION AND GROWING EVERY WEEK

● Blankets the great 8-county market of Western New York where more people live than in any one of 16 states...and where retail sales are greater than in any one of 17 states. In selling this market of 1,400,000 your dollar in the Courier-Express buys greater impact on the families with more money to spend.

**It Gets Results
BECAUSE
It Gets Read Thoroughly.**

**BUFFALO
Courier
EXPRESS**

Western
New York's
only
Morning
and
Sunday
Newspaper

REPRESENTATIVES:
OSBORN, SCOLARO, MEEKER & SCOTT

* A. B. C. Audit 9/30/49

agreed to test shipments. One was made to Guam, another to Yokohama. Both effectively demonstrated what the company had claimed: Though lighter, the wirebound containers are stronger; they palletize better; have no bulge; produce is not bruised, and there is a minimum of container breakage during the voyage.

The receiver, in this case the Armed Forces, was pleased. The carrier, Pacific Far East Lines, Inc., was impressed with the performance of the new export package. Major grower-shippers selling to Uncle Sam needed less persuasion, and Cabco is now taking its selling story to other grower and shipper combines.

In its last 12 months of pioneering wirebound containers particularly adapted to perishables, Cabco is relatively pleased with the progress made. Some major growers and shippers have been won over. Carriers are happy. Leading buyers and receivers are accepting the containers and, in some instances, even requiring that produce be shipped in the newly-designed wirebounds.

However, the Cabco sales staff will not consider the job completed until they have shown every likely grower how he, individually, will save, and how his produce will be better protected by the adoption of the new containers. Cabco men are still spending three or four days each week in the field, talking to grower-shippers and their men and supervising the selling-demonstration-teaching job.

Industry-Wide Benefits

"We realize," they say, "that in this job of education we are doing something that will benefit not ourselves alone but our competitors." There are other manufacturers of wirebound containers on the West Coast. "However," they add, "we prefer to take a long-range view of the advantages that will accrue to ourselves through a program that benefits the industry as a whole."

Cabco is the largest manufacturer of wirebound containers and the oldest maker of wooden containers in the West. It has 67 years of experience. It owns and processes its own raw materials all the way from its extensive timber holdings to finished containers.

In this selling program for its All-Bound Box Division, company executives believe they are doing not only a promotional job on a group of new products, but they are showing all interested parties how they will benefit by discarding unprofitable packing practices.

BONUS BUYING POWER

**Miami Herald
Orange Bowl
Edition A
282,800 Sell-Out**

Crowds are the order of the day in Greater Miami, where attendance figures at such events as the Orange Bowl Festival continue to set new all-time highs. Crowds are the thing in Greater Miami's stores, too, whose annual sales figures are again *up* in most classifications...Today Greater Miami offers a constantly expanding year-round market *plus* a bonus tourist audience which represents

one of the greatest concentrations of buying power to be found anywhere in the nation. And the way to reach this combined audience -- economically and effectively -- is thru the pages of The Miami Herald, the dominant sales influence in one of the nation's best markets.

JOHN S. KNIGHT, Publisher
STORY, BROOKS & FINLEY, National Reps.
A. S. GRANT, Atlanta
Affiliated Stations -- WQAM, WQAM-FM



MIAMI--An International Market

Want market facts and figures?

All the basic information market and media men use regularly in selecting the markets for any consumer product is wrapped up in CONSUMER MARKETS.

Here you find clearly detailed the market characteristics, conditions, and trends in every state, county, and city of 5000 or more in the U. S., U. S. Territories and Possessions, Canada, and the Philippines.

In addition, you'll find much useful qualitative information in media Service--Ads, like the Portland, Oregon Journal's reproduced here, which supplement and expand the CM market data with facts that only individual media can offer.

All SRDS subscribers have CONSUMER MARKETS and hundreds of others have purchased copies at \$5.00 each.

This is one of the 258 Service-Ads that supplement market listings in the 1949-1950 Edition of CM.

Here's more of the

Portland and Oregon Story!

In 1948 OREGON had GREATEST PAYROLL
Total in the history of the State.

With a total covered payroll of more than \$800 million in 1948, the State of Oregon showed an increase of 15% over the all-time peak of \$690 million in 1947. The 1948 Payroll-Bearing Income Tax Oregon reached nearly \$1 billion, a 15% increase over 1947. Source: State Management 1949 Survey of Payroll Power.

OREGON is the FASTEST GROWING State in the Nation, 1948-1949!

Always an active growing market in 1948 per-capita income Oregon led the nation in population growth with an increase of 18.5% over 1947. And this rapidly-growing population is presently the largest of the nation. In per family income with an average of \$3,600 per family.

The JOURNAL leads you straight to OREGON'S PROFIT MARKET!

55% of OREGON's annual Retail Sales are made in one compact area, Oregon's PROFIT Market--the Portland Retail Trading Zone.

Covering only 4% of the total area, but with 55% of the state's total population here is the one metropolitan market in Oregon--a rich market wrapped up in one tract in north-west. To sell this bigger, richer market from consumer care your effort in The JOURNAL, the newspaper that has the daily circulation aimed due to Oregon's PROFIT Market.

For PROFIT, for SALES in Oregon--advertise in The JOURNAL.

For the best of sales facts you want to know about a market and a profitable Portland area--it can be Portland and Oregon's Profit Market.

OREGON'S PROFIT MARKET
The rich Portland Retail Trading Zone, as outlined by Radio Station of Circulation accounts for:

- 53% of Total Oregon Food Sales
- 78% of Total Oregon Drug Sales
- 74% of Total Oregon General Retail Sales
- 55% of Total Oregon Retail Sales

The JOURNAL
PORTLAND, OREGON
means business
EVENINGS AND SUNDAY

Consumer Markets
1949-1950

Consumer Markets

A Section of Standard Rate & Data Service
Walter E. Botthof, Publisher
333 North Michigan Avenue, Chicago 1, Ill.
New York • Los Angeles

Nine Ways to Thaw Out Buyers Who Give You an Icy Stare

Based on an interview by Lester B. Colby with

WILLIAM A. WRIGHT,

Sales Manager, Jules Montenier, Inc.

Bill Wright reminisces about some of the reluctant prospects he encountered when he attempted to introduce a new product "nobody wanted." He says it was all "just routine selling." But each of his nine anecdotes demonstrates at least one basic rule for professional salesmanship.

William A. Wright, sales manager, Jules Montenier, Inc., manufacturer of Stopette, took an item "that couldn't be sold" and in a matter of months established it as a coast-to-coast best seller. Leading buyers told him the time was not right, the price was too high, pioneering the item

would be too expensive, and so on ad finitum. Bill didn't agree.

Stopette was a new anti-perspirant deodorant. It was put up in a pliable, plastic bottle. Squeeze the bottle and the deodorant appeared in the form of a fine spray. The catch, buyers held, was that the price, \$1.25, with

the 20% Government tax added, pushed it up so high that few would buy.

A field reporter for SM saw Bill and asked him to relate, in terms of specific sales experiences, how resistance was broken down by presentation and argument. Bill demurred.

"It was just routine selling," he said. "Nothing unusual. I never worked out any canned presentation. I just talked with buyers and tried to explain, as simply as possible, why the product would sell. Just gave them a simple, logical story."

"But many situations must have arisen," the interviewer said.

"Of course," Bill replied.

"What were they and how did you



WILLIAM A. WRIGHT, the miracle man of Stopette, sales manager for Jules Montenier, Inc., who started from scratch with a new product in 1947, sold 2,000,000 bottles in 1948, pushed it to 6,000,000 in 1949 and is going after a sale of 10,000,000 bottles this year, has had a hectic career. Born in Cleveland, out of Stanford University, he became a newspaper reporter, a rewrite man and then a publicity and public relations expert. Organized and publicized Finnish Relief, with Herbert

Hoover, 1939 and 1940; organized Bundles for Britain, then British-American Ambulance Corps., then worked on United China Relief. Was director of public information, the State of New York's War Savings Bond Drive. Became "Principal Defense Securities Promotion Specialist." Then, one day in '42, walked out and volunteered for active duty. Became a machine gunner, until '45. Then started all over as a soap salesman. Until Stopette stopped him. Has a famous sister, Miss Anne Wright, who was general manager and vice-president of Schiaparelli Parfums for five years. She retired a few months ago to buy and operate a 300-acre farm in Upstate New York. Has lots of cows and men to chambermaid them. Bill's hobby is gadgets, home work shop, saws and such. The photog saw him nose-to-saw and snapped him so.



Restricted?

Break loose in the Pittsburgh Market—

**THE POST-GAZETTE COVERS BOTH
INSIDE AND OUTSIDE THE ABC CITY**

You can cover both the one million people in Pittsburgh's ABC city zone **AND** the two million people in the balance of Pittsburgh's 14-county 50-mile retail market **ONLY** with

the Post-Gazette. You'll find its circulation pattern closely matches the pattern of your sales outlets. To learn how the Post-Gazette can sell for you, see Moloney, Regan & Schmitt.

ROUTE YOUR ADVERTISING, AS YOU ROUTE YOUR SALESMEN

handle them?"

Here's what Bill said to that:

Situation No. 1: In merchandising Stopette to store buyers we make a point of demonstrating the "pinch bottle."

This is not like the pinch bottle that holds certain Scotch whiskeys. Our pinch bottle is made of a pliable plastic; squeeze it and a spray comes out. To prove that it is unbreakable we have even resorted to running the wheel of a motor car over it.

A buyer for a St. Louis department store challenged our statement. He

tried whacking it with a hammer. Failing to break it, he put a bottle on the floor of his office, got up on his desk and jumped on it. When he landed on it his ankle turned and he collapsed on the floor.

From a sitting position, his face distorted with pain, he called for an order blank. We do not recommend this practice in getting a sale but in this case it worked.

Situation No. 2: Because Stopette, in its introductory phase, was a merchandising deal somewhat on the sensational side, we often ran into buyers who saw advantage in what they

called an "exclusive" promotion. They would plead with us to refuse to sell it to competing stores for periods of from two weeks to a month. One buyer—we'll say he represented the Dingles Department Store in Bigtown—said to me:

"Let me have it on an exclusive basis and we'll put in multiple displays all over the store. We'll advertise it big in the newspapers. We'll promote it throughout the store. We'll give it everything we've got. My first order will be 100 gross."

I declined and went to—we'll call it the Jingles Store—across the street. The buyer there made me a similar proposition. I refused. I told both of them something like this:

"What would you think of me if I gave an exclusive deal to your opposition? You wouldn't think I was playing according to the rules, would you? You wouldn't think highly of me, would you?"

My starting order in each of these stores was approximately 10 gross. Today Stopette is in every important department store in the city. And without bad feelings.

Promotional Deals

Situation No. 3: In certain instances buyers, suggesting that we co-operate with them in more or less sensational promotions, have suggested tie-ups such as this:

"Go with us into a promotion such as I am outlining and I'll throw competitive merchandise out of our store. We'll make a big drive—selling only Stopette. Think what that will mean to you!"

"No, don't do that," I've told them. "It would be damaging to your department and to your store. It will react against you if you offer the consuming public only one anti-perspirant deodorant. I do not believe that the customer should be told that she can buy no other deodorant in your store."

"Besides, any manufacturer has a right to a place on your counter if his product is a worthy one. We prefer to sell our product competitively, without stacking the cards against the public."

Situation No. 4: Some buyers show various degrees of versatility in their efforts to gain advantages of one sort or another. They'll try for small concessions—deals, kickbacks, special advertising participations, etc. One buyer in a department store told me point-blank:

"Your competitors will pay the freight on their goods from factory to our store. I presume you will do the same."

Business is GOOD

in Dallas area Food and Drug Stores!



***\$680,000,000
Spent for food
and drugs in
towns covered
by The News**

45,785 automobiles enter Dallas daily according to the Texas Highway Department. Dallas Merchants report that 40% of their volume is accounted for by customers outside the city. The News gives you the best coverage in the fabulous Dallas Market. For instance, 45% of the families in 218 towns along The News Motor Routes get breakfast-time home delivery of The News . . . in time for same day shopping!

★ Annual Expenditure, 72-County Area

CRESMER & WOODWARD, INC., Representatives

The Dallas Morning News

READ BY MORE PEOPLE THAN ANY DALLAS NEWSPAPER

I knew that while some might, and probably did, most of them, especially those who have good values, would not. I did not challenge his statement as a falsehood, as that would not add to good feelings. I got it across by mentioning the names of a limited number of better houses and saying:

"These don't follow that practice. Because of the value we put into our goods, neither can we. I think you can see our point."

Thus, without breaking down our pleasant relations, we received a starting order.

Situation No. 5: "No, no, no! You are wasting my time. Your product is untried, too new, too different. The price is too high!" That was the immediate reaction I got from a buyer in a middle-size eastern city. He stoutly protested that Stopette, because of the price tag, never would sell.

"Your competition will have it," I told him. "It will be advertised and promoted in your city. You need to protect yourself. You'll need at least one 2-dozen display carton."

He conceded the point and agreed to take two dozen bottles. I had the carton with me and decided to try a demonstration.

"Come with me," I said. "I'd like to put this on your counter and stand around a few minutes to see what happens."

He agreed, with some hesitation. We went to the department. I stood by and demonstrated Stopette to those customers who stopped, without trying to drag them in. Within the hour I had sold all two dozen bottles. He gave me an order at once for five gross and repeated the order weekly throughout the summer.

Try-Out Size

Situation No. 6: One of the best known department stores in the United States, a store that for many years has catered to the finest trade, predicted in the beginning that Stopette "would never sell." The price, \$1.25 a bottle, plus the 20% Government tax, condemned it from the start, the buyer said.

However, we got it into the store and it sold. In time we came back with our smaller, 60-cent bottle, final cost, with tax, 72 cents. Instantly the buyer got his back up.

"The big bottle is selling," he argued. "It is giving us a worthwhile profit. Why take on the little bottle with the smaller margin? I don't want it."

"Many customers will not try it at \$1.50," I argued. "Consider yourself, not as a store buyer but as an

individual. Would you be quicker to buy, to test the product, at 72 cents than at \$1.50?"

He agreed that probably he would. But he still clung to the idea that the store wanted "high class trade."

"Do you consider yourself a good enough customer to be wanted by your store?" I asked him. He admitted that he thought he would qualify.

"Yet you would test Stopette quicker at 72 cents than at \$1.50."

"Yes."

"Our idea is to build new customers for the \$1.50 bottle by getting

them to try the less costly one. We are sampling—and at a profit although it is smaller."

He gave me an order.

Situation No. 7: When I approached the buyer of a rather famous Midwestern department store he was doubtful of the saleability of Stopette. He had the usual arguments: high price, unknown, a pioneering job, too much introductory effort. He went on and on in that vein. Finally, he said:

"Do you think you could sell this stuff to our saleswomen?"

There was only one answer to that.



4 easy steps

No skill required to produce beautiful binding



PUNCHING: Insert 1 paper...push down handle.



OPEN BINDING: 2 Operation opens rings mechanically.



INSERT: Slip covers 3 and sheets onto open rings.



CLOSE: Release handle 4 and remove finished job.



do beautiful GBC® PLASTIC BINDING RIGHT IN YOUR OWN OFFICE OR PLANT

Here is the brand-new, low cost equipment that makes it possible for you to *quickly* bind loose sheets of all kinds and sizes into practical and handsome plastic-bound books...right in your own office or plant. GBC plastic binding equipment is simple to use. Plastic bindings add colorful eye appeal to bound pieces...personalize your presentations and folders. Books open flat for easier reading. GBC bindings make cost, research and production reports more effective. Gives sales punch to your catalogs and advertising literature. You'll save up to 50% over old-fashioned, fastener-type covers. GBC plastic bindings are available in 5 striking colors to dress up any bound piece. Send coupon below for amazing offer!

U.S. and Foreign Patents have been applied for on GBC Binders and on GBC Binding Equipment

General Binding Corporation

WORLD'S LARGEST PRODUCERS OF MECHANICAL BINDINGS
808 WEST BELMONT AVENUE CHICAGO 14, ILLINOIS DEPT. SM-2

Send coupon for details on Special Offer

GENERAL BINDING CORPORATION

808 W. Belmont Ave., Chicago 14, Ill. DEPT. SM-2

Gentlemen: Send me at once your new free Bulletin No. 1600 describing this new GBC equipment and giving all details, pictures, amazing low prices.

Name _____

Company _____

Address _____

City _____ Zone _____ State _____

Quad-Cities

Rock Island, Moline, E. Moline, Ill.
Davenport, Ia.

Four Cities . . . One Market

Over 230,000* Population

(METROPOLITAN COUNTY)

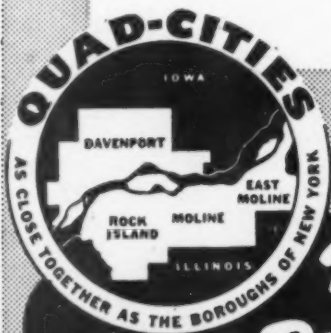
This large market has gained over 33,000 in population since the 1940 census — one of the fast growing markets in the Middlewest.

Family income tops \$5,650 per year.

Farm machinery manufacturing center of the world.

★ Nearly 60% of Quad-Cities' population live on the Illinois side and read the Argus-Dispatch newspapers . . . the only daily newspapers with solid coverage on the Illinois side.

*Sales Management Estimate as of Jan. 1, 1949



**Moline Dispatch
and Rock Island Argus**

... the newspapers covering the Illinois side of the Quad-Cities

NATIONAL REP., THE ALLEN KLAPP CO., NEW YORK, CHICAGO, DETROIT

WHERE DO MILLION-DOLLAR ADVERTISERS turn for market data?

In order to secure accurate, up-to-date figures on local market potentials, the 155 companies spending more than one million dollars per year on advertising bought 1,676 copies in 1949 of—

SALES MANAGEMENT'S "Survey of Buying Power."

(1950 issue May 10; Reservations close Feb. 17; Copy March 10)

I had to make the try. The next morning, a half hour before the store opened, he had 90 saleswomen in his "talk room" and I was told to go to it.

I told them the story of Stopette, the idea behind it, why it was developed, how long we had worked perfecting it. I told them how to present it to the customer. I squeezed the bottle and demonstrated the spray. I talked for 15 minutes and stopped.

"Have you any samples for us?" I was asked.

"No," I replied. "But if any of you ladies would like to buy a bottle I'll see that you get it."

Eleven of them gave orders. The buyer stepped up and gave an order—for his own personal bottle. Did he give me a store order? I'll leave it to you to guess.

Delayed-Action Sale

Situation No. 8: One department store buyer refused politely but firmly to have anything to do with Stopette. He had all the usual objections. Unknown, new, etc. I couldn't make a dent in him. As I left the office, defeated and a bit downcast, I handed a sample bottle of Stopette to his assistant.

"Just try it out," I told her.

Apparently she was one of those girls who could get enthusiastic about something new. She played with it, sprayed it, showed it to other workers and friends who came in. It was like a new toy to her.

This went on for several days.

Then, unexpectedly, I received a starting order from the buyer by mail. There have been a succession of re-orders. When I occasionally call on that buyer we just grin at each other. We've never brought the matter of the starting order up—but we both chuckle about it.

Situation No. 9: Every now and then a store buyer will say, "Yes, but it will damage fabrics, won't it?"

At that I always give my suit a good spray.


"Do I look like a fellow who would deliberately damage his own suit?" I ask.

I add that I've sprayed this same suit, time and time again, to change other doubters into believers.

"Examine this suit carefully," I challenge. "Can you see any marks or stains?"

That's the quickest way I know to break that argument down.

"So you see," said Bill Wright. "It was all just routine selling. Nothing unusual or worth printing, happened at any time."



38,296,095 ***LINES of*** ***ADVERTISING!***

In 1949 The Kansas City Star carried 38,296,095 agate lines of advertising—local, national, classified and comic combined.

This is the largest volume of advertising for a single year in the entire history of The Star and a gain of 860,411 lines over 1948, itself a record-breaking year.

Such volume testifies to four things:

- 1. The continued healthful state of business, industry and agriculture in this area.**
- 2. The vitality of the American free enterprise system in general and the aggressiveness of Kansas City merchants in particular.**
- 3. Growing recognition of the effectiveness of newspaper advertising for low-cost, mass selling.**
- 4. The ability of The Star to deliver single-handedly the big, expanding Kansas City market.**

THE KANSAS CITY STAR

Evening, 363,882

Morning, 356,214

Sunday, 377,727

**Chicago Office—202 S. State St.
Webster 9-0532**

**New York Office—15 E. 40th St.
LExington 2-4588**

Your Trademark: Can Somebody Swipe It For a Non-Competitive Product?

BY ALBERT WOODRUFF GRAY

The answer: No. Recent legal decisions indicate that the courts frown upon any firm that seeks a "free ride," even though the goods made and sold are quite different from the product which originally pioneered and built the name.

A recent decision by a federal court holds that trademark owners of the magazine title *Seventeen* are entitled to protection in their exclusive use of this trade name against its appropriation by others in the marketing of ladies' girdles. This determination outlines new boundaries in the extent trademark protection is applicable in restraining unfair competition.⁽¹⁾

In the fall of 1944 Triangle Publications, Inc. started to publish a girls' magazine under the name *Seventeen*. The following year the publication was implemented by editorial comment, reprint sales, counter cards, blowups and advertising to stimulate the market for teen-age girls' wearing apparel.

In February, 1945, shortly after the initial publication of *Seventeen*, a manufacturer of women's girdles adopted the trademark "Miss Seventeen" for his merchandise and applied for its registration.

Two years later this suit by the publishers of the magazine, asking for an injunction against what they claimed to be an infringement of their trademark by this girdle manufacturer, came before the federal court in New York City.

Another action also had been brought for the same relief by *Seventeen's* publishers in the Missouri federal court against a manufacturer of teen-age dresses under the trademark "Seventeen for the Junior Teens."

In granting this injunction against the St. Louis dress manufacturer, the court added the comment, "One cannot escape the conclusion that these manufacturers were overcome by the

sight of a well-built, gassed, oiled, and chauffeured vehicle ready to go, and could not refrain from attempting a free commercial ride upon it."⁽²⁾

The New York federal court, in granting an injunction in that action, said of the users of the name that they "were taking a free ride on the efforts and expenditures of the publishers."⁽³⁾

The Circuit Court of Appeals, in affirming these decisions, asserted it to be well settled law that one who has established the right to a trade name which is fanciful, arbitrary or has acquired a secondary meaning, is entitled to the protection of his reputation against the use of that name by others, even upon non-competitive goods, when such goods are likely to be thought originating with the owner of the established trademark.

Prevents Exploitation

Decisions of the federal courts in these two cases manifest a clear intent to prevent exploitation of the advertising and marketing facilities of others by those who would gather where they have not sown.

The United States Supreme Court over half a century ago held that the mere fact that one person has adopted and used a trademark on his goods does not prevent the adoption and use of the same trademark by others on articles of a different description. To this statement the court added, however, a suggestion where an exception would be made, and which has now been adopted by these recent decisions. The suggestion:

"The law of trademarks is but a part of the broader law of unfair competition, the general purpose of which is to prevent one person passing off his goods or his business as the goods or business of another."⁽⁴⁾

Later, an action by L. E. Waterman Co., manufacturer of fountain pens, against a razor blade manufacturer marketing his product under the name "Waterman," brought the statement from the Circuit Court of Appeals that it was well settled that a trademark protects its owner not only against its use upon articles such as those to which he has applied it, but to other goods which might be supposed to be of his manufacture. To this the court added a significant limitation:

"There is indeed a limit. The goods on which the supposed infringer puts the [trade] mark may be too remote from any that the owner would be likely to make or sell. It would be hard, for example, for the seller of a steam shovel to find ground for complaint in the use of his trademark on a lip stick."⁽⁵⁾

Nevertheless, the extension of this exclusive right to the use of trademarks was further advanced into non-competitive territory when the publishers of *Esquire* Magazine sought an injunction against the use of that name by the Esquire Bar, Miami, Fla.

That restaurant, which operated an elaborate establishment, had featured the name "Esquire" on its waiters' jackets, menus, wine lists, and its advertising showed the bulbous-eyed character of "Esqy" and the cover layout of *Esquire*.

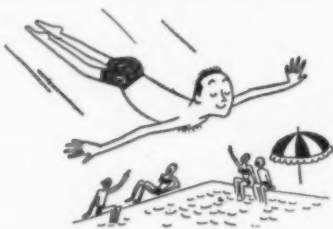
The distinction here between a magazine and a restaurant was as marked as the difference between the steam shovel and the lip stick, but the restaurant was traveling on the advertising and publicity of another, for which it had not paid.

Use by the restaurant of this name, the court held, was calculated to, and did, cause the public to believe there was some connection between the

On the occasion of its
Twenty-fifth Anniversary
Station WTIC
extends warm greetings to
the many artists, agencies
and advertisers with whom
it has been associated
over the years

WTIC

Dominates
the prosperous
Southern New England
Market

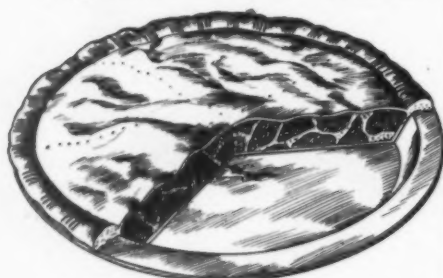


If you have **YOUNG** ideas... Read **COSMOPOLITAN**

If you're selling people with **YOUNG** ideas... **BUY COSMOPOLITAN**
America's Most Exciting Magazine

NEW JERSEY'S FOURTH LARGEST MARKET

Bayonne EATS WELL



Bayonne CANNOT BE SOLD FROM THE OUTSIDE

Yes... the residents of Bayonne spend 36% more for food than the national average. \$292.00 per person is spent annually in Bayonne for FOOD alone. Get your share of this premium market by using The Bayonne Times. 99.85% of its circulation is concentrated in the City of Bayonne... No other paper or combination of papers can sell Bayonne. Source: Sales Management

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN

295 Madison Ave., N. Y. • 228 N. LaSalle St., Chicago

F. W. DODGE CORP.

uses

the REPLY-O LETTER



two, either that the magazine owns, controls, or sponsors the restaurant, has given leave to conduct the business under some contract, or that the restaurant is in some manner related to the magazine. (6)

The Lanham Act, enacted in 1948, provides in relation to infringement that no one without the consent of the owner shall use an imitation of the trademark of another in connection with the sale of goods or services when such is "likely to cause confusion or mistake or to deceive purchasers as to the source or origin of such goods or services."

The trend of these decisions emphasizes that earlier statement of the Supreme Court as to the right to exclusive use of a trademark and the wrong in its use by another, whereby the goodwill and business reputation of the owner of the mark is appropriated by one not justified in so doing. Such appropriation is unfair competition and an infringement irrespective of whether the goods to which it is applied are competitive or as dissimilar as the steam shovel and the lip stick.

In December, 1948, the Circuit Court of Appeals rendered another trademark decision. The Philco Corp., manufacturer of radios, sought to prevent the use of "Filko" on

automobile ignition parts. The court noted the absence of similarity of the goods to which the offending trademark was applied and the affect of this dissimilarity on the claim of the Philco Corp. of trademark interference. The court said: "The mere fact that one person has adopted and used a trademark on his goods does not prevent the adoption and use of the same or a similar trademark by others on articles of a different use." (7)

Thus, while the traditional principle still endures that there is no infringement when the offending name is on non-competitive products, the prostitution of that principle to the furtherance of unfair competition stands unqualifiedly condemned. No manufacturer may use the trademark of another and thereby ride on the running board of a well-equipped marketing vehicle for which another has paid.

REFERENCES

1. Triangle Publications v. Rohrlisch, 167 F. 2d 969.
2. Triangle Publications, Inc. v. Hanson, 65 F. S. 952.
3. Triangle Publications, Inc. v. Rohrlisch, 75 F. S. 74.
4. American Steel Foundries v. Robertson, 269 U. S. 372.
5. Waterman v. Gordon, 72 F. 2d 27.
6. Esquire v. Esquire Bar, 37 F. S. 875.
7. Philco v. F. & B., 170 F. 2d 958.

COMING SOON

Who Ever Thought Milk Could Be "Re-Styled" for New Sales Appeal?

Are Your Business Letters Loaded with Starched Cliches?

Test Kitchens: They're Gold Mines of Ideas for the Sales Manager

How Atlantic Refining Company Cut the Deadwood out of Mailing Lists

SALES MANAGEMENT

Current Sales Convention Trends

A survey made by Gray & Rogers develops some data on size and type of meetings, place and length of meetings, kinds of programs, and regional convention practices.

A sampling of sales executives, coast-to-coast, shows these highlights:

—95% of companies will get all of their salesmen together at least once this year; 41% will hold conventions for distributors; 16% will send groups to resorts as rewards for special achievement.

—6 out of 10 prefer an industrial city for their national sales conventions, 3 out of 10 a resort.

—the concentrated all-day session is preferred by 80%, business in the morning, pleasure thereafter, by 20%.

—Chicago and New York are in a virtual tie for first choice as cities for district or regional meetings.

The survey was conducted by mail last fall among 750 sales executives by Gray & Rogers, Philadelphia advertising agency, acting for their client, Hotels Chalfonte-Haddon Hall, Atlantic City. 149 replies (20%) were received.

Size and Type of Meetings

The medium size of the all-salesman national meeting is about 50; when distributors are brought in they average slightly over 100.

Semi-annual (36%) and annual (28%) are most favored for get-togethers of the entire sales force, while distributor meetings are most likely to be held at irregular periods, such as when a new product or line is introduced. Those companies (16%) which make it a practice to send leaders to resorts as a reward for exceptional efforts are most likely to do it as an annual event.

Where Meetings Are Held

Respondents stated that their meetings are usually held at the following locations:

On company property	72.5%
At hotel or club in headquarters city	54.4

At hotel or club in another city 49.7

At some other rented meeting place 9.4

(Note: Percentages in the above table and in others to follow add up to more than 100 because some respondents gave multiple answers.)

When asked what type of city they found best suited for conventions, they answered:

An industrial city	63.2%
A resort	26.2
Other	10.6

Wives aren't invited (76%), a 3 to 1 ratio over the 24% who believe that the wife is needed either to police her husband or to absorb information about his business.

Length of Conventions

Respondents reported the usual length of meetings to be:

1 day	31.8%
up to 2 days	29.4
up to 3 days	40.5
up to 4 days	10.3
up to 5 days	13.5
up to one week	4.8
more than one week	2.4

Kind of Program Preferred

Concentrated all-day session	80.1%
------------------------------	-------

Business in morning, pleasure afternoon and evening	19.9
Other	7.5

Among the "others" were evening meetings only, a play-day ahead of or following the business sessions, morning and evening with the afternoon free.

Regional and Divisional Meetings

In addition to the national get-togethers of the sales force, 76.6% of respondents reported additional regional or divisional meetings. They were not asked to specify details about these meetings, except for one question, "in what cities?"

Cities Favored for Sales Conventions

Chicago	57.6%
New York	54.6
San Francisco	25.3
Dallas	24.2
Los Angeles	20.2
Atlanta	16.2
Boston	14.1
Philadelphia	13.3
St. Louis	13.3
Cleveland	10.1
Pittsburgh	6.1
New Orleans	5.1
Denver	4.0
Minneapolis	4.0
Other locations	52.5

Other locations for divisional or branch meetings included Atlantic City, Charlotte, Cincinnati, Detroit, Des Moines, Houston, Memphis, Miami, Milwaukee, Oklahoma City, Omaha, Portland, Ore., Seattle, Toronto, and Washington, D. C.

WHAT DO NEWS STORIES QUOTE on population, sales and income growth?

During 1949, 1,027 newspaper clippings were actually counted which quoted figures from SALES MANAGEMENT's monthly "High Spot Cities" and—

SALES MANAGEMENT'S "Survey of Buying Power."

(1950 issue May 10; Reservations close Feb. 17; Copy March 10)

Media and Agency News

Flair Blends Flash and Taste for Class Market

Flair, new monthly publication of Cowles Magazines, Inc., (*Look*, *Quick*) is out with the announced intention of capturing the imagination of that most discriminating audience, "people of good taste." Further, it is intended to carry its advertisers' sales stories to the richest general consumer market in the country—well-to-do people whose good taste embraces fashion, food, travel, decor, and entertainment, as well as literature and art.

The first issue of *Flair*, expensively handsome and original in its physical format, has employed a variety of paper stocks, printing processes, and odd-size page inserts. On its first roster of contributors are Tennessee Williams, Jean Cocteau, W. H. Auden, Barbara Ward, and Charles J. Rolo.

Following months of canny promotion, this February issue melted from the newsstands like a fast thaw. It was virtually flicked before the public's eyes: on the stands January 27 . . . sold out by January 30. Of the 265,000 initial print order, 35,000

were accounted for by subscriptions (\$5 a year), the remainder were bought from the newsstands at 50 cents a copy. *Flair's* guaranteed average net paid circulation is 200,000.

Fleur Cowles, associate editor of *Look* and wife of Gardner Cowles, president of Cowles Magazines, Inc., is the editor of *Flair*. In a foreword she writes: "*Flair* can, and will, vary from issue to issue, from year to year, assuring you of that most delicious of all rewards—a sense of surprise, a joy of discovery." This would seem to imply—beyond the literal promise to readers—that a certain flexibility of editorial direction will constantly refine the publication's appeal and will re-define its market audience for advertisers.

In addition to Mrs. Cowles, the editorial staff includes George Davis, managing editor, formerly associate editor of *Vanity Fair* and later feature editor of *Harper's Bazaar* and associate and fiction editor of *Made-moiselle*; Louis-Marie Eude, art director, formerly art director of *Town & Country*; Arnold Gingrich, general manager founding editor of *Apparel Arts*, *Esquire*, and *Coronet*, and one of the original sponsors of the Paris-produced *Verve*. Margaret Thompson



GUY GILLETTE

PUBLISHER AND EDITOR: Gardner Cowles, president of Cowles Magazines, Inc., and his wife, Fleur Cowles, editor of *Flair*, during the new magazine's debut at Stork Club.

Biddle is Paris editor; William L. Gower is manager of *Flair's* Paris office.

Flair's launching number carried 30 pages of advertising, representing upwards of 50 advertisers. To get into the new Cowles publication every advertiser was obliged to take space in the first three consecutive issues of the magazine, or in the first number, plus any three additional issues throughout the next 12 months. This arrangement was designed to give *Flair* a longer runway before take-off and to avoid the deceptive one-shot ad dollars that so often camouflage weaknesses in publishing ventures. It is also meant to implement balanced campaigns on the part of seasonal advertisers. The space rate for one full page, black and white, is \$2,000.

Advertising staff for *Flair*: Larry Hanson, advertising manager, formerly with the American Newspaper Advertising Network; Gordon Brine, merchandising manager, formerly vice-president of Nolde & Horst Co.; William Rosen, eastern advertising manager, who was advertising manager of *Seventeen*; Lee Small, western advertising manager, in Chicago; Robert Chaffee, West Coast representative, in San Francisco.

Felix Jager, promotion director for the other Cowles publications, carries the same responsibility for *Flair*.

Driving for well-to-do subscribers, *Flair* is circularizing the charge-account lists of class department stores.

Tying in with *Flair's* first issue are 114 department stores in 98 cities. Windows, departments, sections and display spots have been devoted to



GUY GILLETTE

AT FLAIR LAUNCHING, following months of planning, key men pause before main bout: (left to right) Larry Hanson, advertising manager of *Flair*; S. O. Shapiro, Cowles vice-president; Felix Jager, promotion director, Cowles Magazines, Inc.; Gordon Brine, merchandising manager of the new publication.



"A manufacturing miracle ...



a masterpiece of design ...



a triumph of research ...



the height of convenience ...



the ultimate in value ...



and what's more ...



it's going to be ...



advertised in ...



HOLIDAY!"

colman

HOLIDAY pages sell goods. So do HOLIDAY promotions in store windows and on store counters. To date, leading retailers have used more than 5500 of these promotions the year round.

HOLIDAY ... the most MASSive CLASS market in the world!

merchandising the advertised products. Local advertising is likewise being related to the new magazine. In *Flair* itself, an eight-page insert charts for the reader those department stores across the country carrying the advertised merchandise.

Promotional plans for the magazine include continuity newspaper advertising for each number as it approaches issue date. At present 18 top markets are on the schedule. Advertisements in this campaign will include *Flair's* own advertisers—an arrangement designed to merchandise their products for continuing department store tie-in and for general *Flair* promotion.

Cunningham & Walsh Starts with \$24 Million Billings

Cunningham & Walsh, Inc., probably became the biggest new advertising agency "ever born," when it started operations in New York City and Hollywood, Calif., on January 1 as successor to 30-year-old Newell-Emmett Co. The agency billed \$24 million in 1949.

Newell-Emmett was a partnership since 1942. C & W is a corporation. Two original members of N-E, Clarence D. Newell and Clifford S. Walsh, have retired.

In the new setup F. H. Walsh is president and treasurer; Mr. Cunningham, executive vice-president; Earl H. Ellis, George S. Fowler, G. Everett Hoyt, Robert R. Newell and William Reydel, vice-presidents, and Richard L. Strobridge, secretary.

All of these men except Ellis, Hoyt and Newell were N-E partners. The heads of the new company plan to extend ownership further among many of its 250 employees.

Two of C & W's accounts—Liggett & Myers Tobacco Co. and Western Electric Co.—had been handled by N-E since its start in 1919. Two others—Sunshine Biscuit Inc., and American Telephone & Telegraph Co.—have been in the fold for more than 20 years, and six others for more than 10.

Led by Liggett & Myers, these four oldest accounts, with The Texas Co., added in 1934, continue to represent the bulk of C & W's volume.

The same executives, Mr. Cunningham told SM, will continue to work on the different accounts. "We intend to build a solid, tailor-made group around them."

N-E went for many years without substantial loss of accounts. In 1949 N-E's \$24 million was \$2.6 million less than its record level of 1948. During the year the loss of such ac-

counts as the Pepsi-Cola Co. and The Sherwin-Williams Co. was greater in volume than the addition of General Chemical, Division of Allied Chemical & Dye Corp., E. R. Squibb & Sons, Murray home appliances, and an additional part of Texaco.

Newell-Emmett's list and volume were further reduced last month when former N-E partner, Thomas J. Maloney, moved to Cecil & Presbrey with The Electric Auto-Lite Co.—radio and television division—Graflex Inc., and N-E's part of Sylvania Electric Products, Inc.

Nevertheless, due to expected expansion among their 23 accounts, Fred H. Walsh, John P. Cunningham and their associates, look for \$24 million billing in C & W's first year.

On this basis it would be \$4 million larger than was Foote, Cone & Belding in the first year, 1943, after it succeeded Lord & Thomas. FC&B has held the biggest-baby record up to now.



TOPPERS of top new advertising agency, Cunningham & Walsh, Inc.: John P. Cunningham (left), executive vice-president; P. H. Walsh (right), president and treasurer.

Losses in the last couple of years, Walsh and Cunningham think, have made the organization "more alert." The infusion of new blood, they think, will help.

The list of accounts represents a variety of industries. Among them are L. C. Smith & Corona Typewriters, Inc., Hartford Accident and Indemnity Co., International Silver Co., Thos. Cook & Son, Inc., Kirkman & Son, Division of Colgate Palmolive Peet Co., Southern Railway system and Northwest Airlines, Inc., Chase Brass & Copper Co., Inc., and Wheeling Steel Corp., Decca Records Inc., Proctor Electric Co., and E. R. Squibb & Sons.

C & W plan no drive for new business at present. Their executives are concerned primarily with developing accounts already in the shop. (At Newell-Emmett in 25 years Sunshine Biscuits, for example, grew 800 per cent.) But they admit that there are

gaps in the list. An automotive account would help.

Newell-Emmett would take beer and wine accounts, but not hard liquor. C & W is still undecided on the liquor question.

Although most of the new agency's clients are substantial advertisers—ranging from Chesterfield cigarette's \$10 million down to \$200,000—Cunningham said, "the agency will take even smaller accounts, on a fee basis, if they have potentialities."

Although C & W is a "new" agency, and additional new appointments are being planned, all of its principals were with N-E for 12 years or more.

Walsh, Strobridge and Reydel were members of the group who launched N-E in early 1919. A few months later Cunningham joined them, in the art department. He became copy chief and later vice-president in charge of creative production. He was advertising chairman of the USO and the National War Fund, and later for the Freedom Train.

Fred Walsh began in advertising with the Lesan Agency, and later joined the Frank Seaman agency. At N-E he became media manager, and treasurer of the company. For many years he has directed the Liggett & Myers account.

N-E's creative approach was regarded in some quarters as "too conservative." Jack Cunningham admits that "we've never gone in for exaggerated claims."

The agency is "graphic-minded," he said. "Our copy people write on a 'picture headline' basis. We also try to build individuality and distinctive atmosphere into our clients' advertising."

He cited the little Sunshine Bakers as an example. Such individuality, the C & W people believe, is valuable in tying in visual advertising with the package.

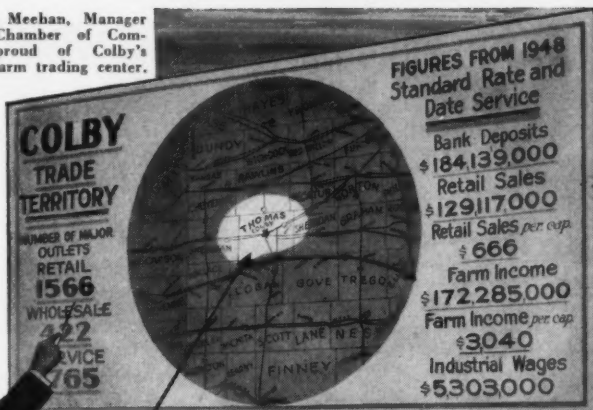
C & W will stress the importance of product, market and copy research. "Research," Cunningham explained, "puts you on the right track—but it's the creative department that opens the throttle."

Newell-Emmett became a major factor in radio and then in television.

With the northward trend of advertising agencies toward Radio City, C & W, on 34th street, is now about 16 blocks below the "Advertising Center." But it doesn't plan to move soon.

C & W will continue to operate "conservatively." It intends to make a modest profit on each account, but to put as many dollars as possible of the commissions into building up service for clients. All 24 of the

Below: John Meehan, Manager of Colby's Chamber of Commerce, is proud of Colby's record as a farm trading center.



There are 3,892 loyal Kansas Farmer Subscribers in the immediate vicinity of Colby.



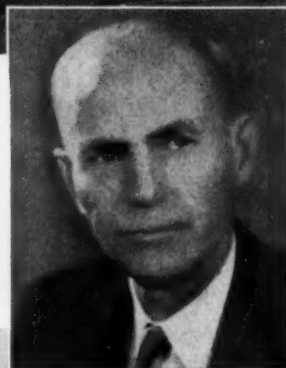
"Farming is Colby's Industry"

Says **MARION WOODWORTH**, president of the Colby Chamber of Commerce

Colby, the business and distributing center for Northwest Kansas' great wheat country, handles a fortune in wheat money every year, in every marketing category.

Mechanized farming and science have contributed greatly to the great farm wealth of this area — and here as elsewhere in the state, farmers look to Kansas Farmer to keep posted on latest developments. They know they can apply the authoritative data directly to their problems. They know it is published for them *and nobody else.*

Colby businessmen know from experience that brands advertised in Kansas Farmer have ready sales acceptance. So when you're looking for a way to cover Kansas, remember the unequalled prestige of Kansas Farmer. You get an audience that is willing to listen... believe... and **BUY!**



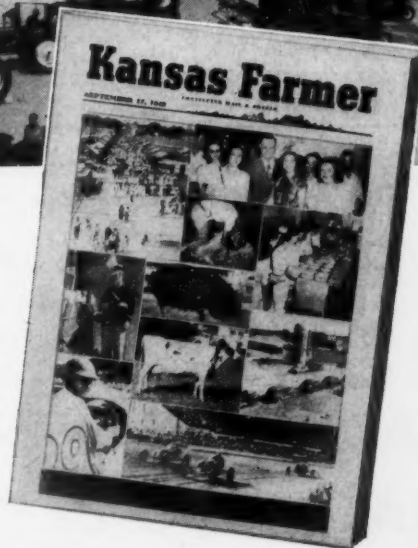
THE BUSINESS PAPER OF KANSAS FARMERS

Kansas Farmer

Editorial and Business Office • Topeka, Kansas

Published by **Capper Publications**

Largest agricultural press in the world



FEBRUARY 15, 1950

Akron, Ohio

World's Rubber Capital



... and the
AKRON BEACON JOURNAL
Exclusive
ZONE OF INFLUENCE

A rich zone with an Effective Buying Income exceeding 800 million dollars. To intelligently sell this vast market, you must use Akron's ONLY daily and Sunday newspaper. Remember . . . ALL AKRON BUSINESS IS LOCAL.

Akron BEACON JOURNAL

JOHN S. KNIGHT, PUBLISHER
REPRESENTED NATIONALLY BY STORY, BROOKS & FINLEY

DO AGENCIES obtain local market data from any one accepted source?

A survey of 14 leading advertising agencies by the Special Libraries Association found that the only two annual reference books used by all 14 agencies polled are the World Almanac and—

SALES MANAGEMENT'S "Survey of Buying Power."

(1950 issue May 10; Reservations close Feb. 17; Copy March 10)



E. E. ROTHMAN, with Campbell-Ewald Co. for 14 years, is named general manager of the agency.

clients have expressed their intention of staying with the new agency.

A Cleveland office was closed after N-E lost the Sherwin-Williams account. But C & W is prepared to open others as, if and when it adds accounts which require them.

BMB Measures Radio Stations' Audiences

The second comprehensive study of radio station audiences, covering every county in the United States, has been released by the Broadcast Measurement Bureau. Kits mailed to the Bureau's 629 subscribers contain the raw data for the station's county-by-county audiences, taken directly from the tabulating machines and certified by Dr. Kenneth H. Baker, acting president of the Bureau; a copy of rules and regulations covering use of the data; an explanatory covering letter signed by Dr. Baker.

All subscribers also will receive the final printed report, containing an explanation of the reports, coverage maps and a breakdown of station data by counties and cities.

Although more comprehensive than the first BMB report, issued in 1946, data contained in this study are directly comparable to 1946, making it possible for subscribers of that date to make audience comparisons between 1946 and 1949.

Principal addition to the current study is a three-way breakdown of audience under the heading of "Composition of Weekly Audience." This reveals family listening (1) six or seven days or nights; (2) three, four or five days or nights; (3) one or two days or nights. The total weekly audience, shown in another column, is the figure directly comparable to that released in the 1946 study.

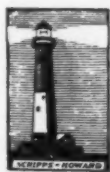
For the first time, non-subscriber data will be available to BMB subscribers. A broadcaster who has paid his subscription fee for the study, in



FOOD DOLLAR VOLUME IS **HIGHEST** IN THE MEMPHIS TRADING AREA!

With an outstanding figure of \$313,480,000 in total retail food store sales for the year of 1948, the Memphis Trading Area leads all other areas in the fourteen Southern states.

These are the wholesale grocery trading areas as defined by the U. S. Department of Commerce, and the dollar volume figures are from copyrighted information in Sales Management's November 10th issue. The Commercial Appeal and Memphis Press-Scimitar, at an optional combination rate of 55c per line (saving 13c per line), offer the **MOST** complete coverage of the South's largest, richest retail food sales area.



Scripps-Howard Newspapers

THE COMMERCIAL APPEAL MEMPHIS PRESS-SCIMITAR

FEBRUARY 15, 1950

151



ADIN L. DAVIS, advertising manager of Worthington Pump & Machinery Corp. has been appointed managing director of the Controlled Circulation Audits, Inc.



RICHARD M. WARD is appointed vice-president, Technical Publishing Co., and continues to direct advertising sales for *Power Generation*, *Plant Engineering*.

other words, will be able to obtain data on competitive stations in his market by paying an extra charge based on cost of producing the data.

The complete data for subscribers is being sent to all member agencies of the American Association of Advertising Agencies and to all members of the radio-television group of the Association of National Advertisers. The AAAA and the ANA, along with the National Association of Broadcasters, are co-sponsors of the Bureau.

Dr. Baker, commenting on the study, observed: "I believe that its [the study's] value will speak for itself. Particularly in these times, when the media picture is changing so rapidly, it is imperative that those who buy advertising have the latest, most scientific measurement of audience size-per-outlet. To this extent, at least, the BMB Study No. 2 fulfills a need that is critical."

Dr. Baker pointed out that present non-subscribers will be able to obtain their full report by joining BMB now at the same rate which would have been charged had they subscribed when the study was begun.

Other improvements reflected in the present report over the 1946 version, in addition to the composition of audience figures, include: A larger sample was employed than three years ago; nearly 300 more cities are reported separately from the counties in which they are located.

Business Paper Research Planned by ABP—ARF

Three member-papers of The Associated Business Publications are definitely set for readership and audience surveys by the Advertising Research Foundation and there is a strong possibility that a fourth also

will be examined during 1950. The three-study package designed by the ARF provides for three studies to be made either simultaneously or in immediate succession.

In disclosing the program, J. F. Apsey, Jr., chairman of the Foundation's Continuing Study of Business Papers committee and advertising manager of The Black & Decker Manufacturing Co., said that the three-study operation "represents a saving of nearly \$10,000 in research costs. Under the Foundation's plan, the cost of the three studies—done simultaneously or one directly after the other—will be about \$67,500."

Under the present program, the ABP has appropriated \$15,000 for studies. Member-papers studied will make up the difference.

Mr. Apsey pointed out that there will be no change in research techniques or methodology; that they will be exactly the same as in the first Business Paper Study.

In accordance with Foundation policy, the names of the publications will not be revealed until after the issue studied has been published.

The Spokesman-Review's 1950 "Inland Empire" Issue

The (Spokane, Wash.) *Spokesman-Review* has again published its annual Progress Edition, pictorially presenting the "Inland Empire of the Pacific Northwest."

The seven tabloid sections of this 15th edition have been illustrated almost entirely with color photography, plus a variety of articles on the area's basic resources and diversified industries. The proportion of pictures in full color were greater than in any preceding edition. The seven sections were in addition to the standard size news section, comics and Sunday magazine.

During the 15 years' publication of "Inland Empire's Annual Report to the World at Large" the feature has been a factor of increasing importance in regional growth and development. Long famous as an area of exceptional lumber, mineral, horticultural and agricultural productivity and wealth, the Inland Empire today is receiving recognition as an industrial center and as a site of extensive irrigated farm development.

MEDIA & AGENCY APPOINTMENTS

Edward D. Madden, former executive vice-president and director of the American Newspaper Advertising Network, and for 12 years before that

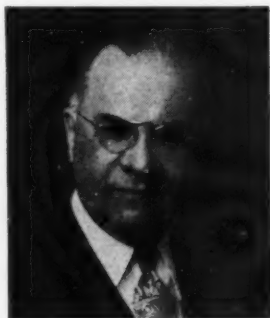


CITATION for best retail advertising promotion idea developed within Scripps-Howard Newspapers, Inc., during 1949, presented by H. H. MacLean (left), Scripps-Howard retail advertising director, to Frank E. Katterjohn, Jr., advertising director, *Evansville (Ind.) Press*. Vernon Brooks (right), Scripps-Howard general advertising director, W. C. Bussing, president, *Evansville Printing Co.*, look on.



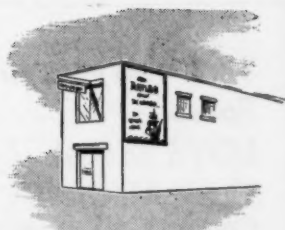
FORBES MCKAY, formerly associate advertising manager of *The Progressive Farmer*, is now associate advertising manager and director of Eastern Sales Division, Farm and Ranch Publishing Co.

a vice-president and director of McCann-Erickson, Inc., has joined the National Broadcasting Co. as assistant to the president. . . . Robert M. Dooley is named national sales manager for Radio WOW, Inc., Omaha, Neb. He will represent WOW, WOW-TV, and station KODY, North Platte, Neb. . . . William K. Bowden is the newly named advertising manager of *The (Los Angeles) Mirror*. He has left *The Los Angeles Times* where he was research director and sales promotion manager. Edward F. Freeman, who also was with *The Times*, has been named retail advertising manager of *The Mirror*. . . . Richard Gascoigne, associated with Reinhold Publishing Corp. for the past three years, has been appointed sales manager of the McGraw-Hill publication, *Chemical Engineering*. . . . G. Bennett Larson, who was named manager of WPIX, New York City, January 5, has subsequently been appointed general manager of all operations of the television station and a vice-president of WPIX, Inc. . . . Arthur Duran, sales promotion manager for CBS-TV network since January 1949, has been named CBS-TV market research counsel.



LEONARD W. TESTER, director of public policy, General Outdoor Advertising Co., is elected a member of board of directors.

TOMORROW'S MOVES MADE HERE TODAY!



It Takes A Fully Equipped Mover's School Like MAYFLOWER'S To Provide SAFE, DEPENDABLE SERVICE

● One of the most important sections of the Mayflower Mover's School . . . is its complete, the first and foremost of its kind, laboratory home. Here the student mover finds each room—living-room, dining-room, kitchen, and three bedrooms—completely set up with furniture and fully equipped, just as he will find them in a home. He learns his business under the same conditions as he will practice it. Thorough instructions, and repeated practice sessions under careful supervision, followed by strict examinations turn out men for Mayflower who know how to take care of the household goods you want moved for your people. Mayflower Long-Distance Moving Service is *better* service because we've gone to the trouble and expense to make it that way. It costs your company no more and it saves you time and trouble! Call Mayflower next time!

AERO MAYFLOWER TRANSIT COMPANY • Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



**St. Petersburg, Fla.
Folks
LOVE to Eat
They Also
LOVE to READ
The TIMES For
WHAT'S NEW to Eat
And WHERE
To BUY It!**

During 1949 the TIMES carried 868,-049 Retail and 393,323 General Food Lineage—OR—206% MORE Retail and 497% MORE General Food Lineage than the second paper.

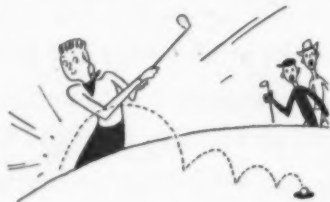
NOTE: NATIONAL FOOD SHOW
Recreation Pier—St. Petersburg
March 16-22, 1950

Write for brochure today!

ST. PETERSBURG—FLORIDA

Daily **TIMES** Sunday

Represented by
Theis & Simpson Co., Inc.
New York Atlanta Detroit Chicago
V. J. Obenauer Jr. in Jacksonville, Fla.



If you have **YOUNG**
ideas... Read
COSMOPOLITAN

If you're selling people
with **YOUNG** ideas...
BUY COSMOPOLITAN
America's Most Exciting Magazine

**TOP-DRAWER SALES EXECUTIVE
IN LOS ANGELES—AVAILABLE**

Experienced all phases sales management, marketing, merchandising, jobber and chain distrib. Well-versed in adver. and sales promotion. Former V.P. Chg. Sales natl. organ. Record of building sales AT A PROFIT, and knack of inspiring confid. and enthus. Ideal for direct. Western operations, or for L. A. mfg. Excel. refer. from natl. exec. Box 2671, Sales Management, 386 4th Ave., N. Y. C.

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

The 100 Greatest Advertisements. By Julian Lewis Watkins. Published by Moore Publishing Co., 9 East 38th St., New York 16, N. Y. Price, \$6.00.

Here, with a foreword by Raymond Rubicam, is a record of the 100 greatest advertisements—according to the author—written in the U. S., with notes on "who wrote them and what they did." Mr. Rubicam points out that if such a book had been available when he was beginning his advertising career, "... a week's salary would have been a bargain price." Here, too, are the human stories behind the great advertisements of our time, the reasons why they were—and in so many cases still are—outstanding. The editor of the book, an advertising man himself, has done a tremendous research job to cull from myriad advertisements these 100 which deserve recognition in advertising's mythical Hall of Fame.

How to Be a Better Speaker. By Bess Sondel. Published by Science Research Associates, 228 S. Wabash Avenue, Chicago, 4. Price, single copies, 60c; 15 or more, 50c each; reduced prices on larger orders.

The author, a lecturer at The University of Chicago, presents in her pamphlet, new ways, and more useful ones, of thinking about speech situations—fitting a speech to a given length of time, the subject of self-consciousness, and diction, appearance and grammar. But her chief concern is the building of a structural outline that will give the speaker "both stability (without notes) and freedom."

How to Get the Job You Want. By Lawrence Terzian. Published by Grosset & Dunlap. Price, \$1.00.

Mr. Terzian, a placement specialist, runs through the mechanics of getting the job you want—covering mental approach, sample letters and briefs, inventories of personal qualifications and eight tested ways for getting interviews. He provides, too, an excellent list of self-help and advice books, shows you how to overcome everyday obstacles in the path of landing the post you want.

Readings in Marketing. By Malcolm P. McNair and Harry L. Hansen. Published by McGraw-Hill Book Co. Price, \$6.00.

The eminent authors, professor and associate professor, respectively, of marketing at Harvard, designed this new text as a companion piece to be used with their *Problems in Marketing*. Students, and salesmen with slight marketing knowledge, needed background material for factual knowledge and a perspective for the study of cases, thought the authors. This book will provide both. The readings in this volume have been organized

ASST. SALES MGR.—Long experience making profit for leading stationery firms sold over million dollars of supplies. Good correspondent. References. Box 2672, Sales Management, 386 4th Ave., N. Y. C.

into sections to correspond with the principal sections of the case-book.

Communicating Ideas to the Public. By Stephen E. Fitzgerald. Published by Funk & Wagnalls Co. Price, \$3.50.

Business leaders often ask, "How can we get our ideas across to the public?" This book purports to answer their question. The author, who is a public relations counsel, has presented here a new approach to the basic problem of human relationships; human communications. He deals primarily with the problem of moving ideas—from one head to another. He has shown in this book what goes on when people form ideas and opinions, which media function most effectively, what it is we do mean when we communicate ideas.

Marketing Research Practice. Edited by Donald M. Hobart. Published by The Ronald Press Co., New York City. Price, \$5.00.

Mr. Hobart is director of research, Curtis Publishing Co., and a past president of The American Marketing Association. He says the book grew over the years as a result of work on many problems of many kinds, marketing-wise. Some of the problems originated within The Curtis Publishing Co. More came to him for solution by manufacturers and merchandisers throughout the U. S. One entire section is devoted to research methods at Curtis, and there is a section on the history and development of marketing research, its functions and the organization of marketing research activities. A final section is devoted to case studies in marketing research.

How to Organize and Operate Small Business. By Pearce C. Kelley and Kenneth Lawyer. Published by Prentice-Hall, Inc. Price, \$6.65.

Dr. Kelley is associate professor of marketing at University of Mississippi. Mr. Lawyer is professor of marketing and merchandising at Western Reserve University. They have tried to show that if modern methods of big business could be simplified and adopted by small business the mortality rate of small concerns could be greatly reduced. (Last year 69% of the businesses that failed had been established three years or less.) The authors point out some of the considerations for founding and keeping alive a small business, dealing with such things as study of markets, selection of goods, strategic location, personnel, and a well-planned sales promotional program.

Theory in Marketing. Edited by Reavis Cox and Wroe Alderson. Published by Richard D. Irwin, Chicago. Price, \$5.00.

This book of selected essays by eminent marketing professors of top universities, was prepared under the sponsorship of The American Marketing Association. It provides a broad approach to the study of marketing theory and is a result of a careful compilation of varied viewpoints by recognized authorities.

Special Days, Weeks and Months in 1950. Published by U. S. Department of Commerce. Price, 15c a copy.

The Department of Commerce believes that retail sales and profits can be boosted by a better co-ordination of advertising with national holidays and special observances. As a consequence Commerce has published this booklet, charting the special days by months, weeks and days.

INDEX TO ADVERTISERS

Advertising Checking Bureau	91
Aero Digest	101
Aero Mayflower Transit Co.	153
Air Express, Div. Railway Express .	105
Akron Beacon Journal	150
American Telephone & Telegraph Co.	47
Architectural Record	51
Artkraft Sign Co.	79
Atlas Film Corp.	88
Aviation Week	26-27
Baltimore News-Post	103
Batten, Barton Durstine & Osborn, Inc.	33
Bayonne Times	144
Bell & Howell Co.	62
Better Farming Methods	104
Better Homes & Gardens	25
John Blair & Co.	24
Bloomington Pantagraph	78
Boot & Shoe Recorder	32
Booth-Michigan Newspapers, Inc. .	116
Buffalo Courier-Express	134
Building Supply News	59
Burkhardt Co.	61
Canton Repository	132
Capital Airlines	10
Capper's Farmer	106-107
Chemical Engineering	34
Chicago Sun-Times	131
Chicago Tribune	4th Cover
Cleveland Plain Dealer	21
Cleveland Press	68
Corning Glass Works	97
Cosmopolitan	55-129-144-154
Dallas Morning News	138
Davenport Times-Democrat	128
Dell Publishing Co.	6
Department Store Economist	95
Detroit Free Press	1
Detroit News	16
The Dobeckum Co.	2
F. W. Dodge Corp.	22-98-99
Eagle Rubber Co., Inc.	28
Einson-Freeman Co., Inc.	124
Elks Magazine	20
Farm & Ranch Southern Agriculturist	18-19
Forbes Lithograph Mfg. Co.	93
William J. Ganz Co.	28
General Binding Corp.	139
General Outdoor Advertising Co., Inc.	134
Grit Publishing Co.	57
Jan Handy Organization	2nd Cover
Holiday	147
Home Owners Catalogs	22
Schuyler Hopper Co.	49
Hotel del Coronado	133
Hotel Lennox & Mayfair	114
Kansas City Star	141
Kansas Farmer	149
Kimberly-Clark Corp.	108B
Don Lee Broadcasting System	84-85

Los Angeles Times	11-12-13
Maryland Glass Corp.	3rd Cover
McClatchy Newspapers	31
Memphis Press Scimitar-Commercial Appeal	151
Miami Herald	135
Midwest Farm Papers	64B
Milprint, Inc.	64A
Milwaukee Journal	5
Moline Dispatch & Rock Island Argus	140
Movie-Mite Corp.	60
National Broadcasting Company Spot Sales	70
Nation's Business	122-123
Oil Paint & Drug Reporter	104
Oxford Paper Co.	121
Philadelphia Badge Co.	111
Philadelphia Bulletin	9
Pittsburgh Post-Gazette	137
Pittsburgh Press	17
Puck, The Comic Weekly	72-73
Redbook Magazine	118-119
Reply-O-Products, Inc.	144
River Raisin Paper Co.	79
Roanoke Times & World Report ...	54
Rohm & Haas Co.	67
St. Joseph News-Press & Gazette ..	129
St. Petersburg Times	154
Sales Management 60-61-129-140-145-150	
Sales Tools	110
San Francisco Chronicle	7
Sillcox Miller Co.	20
Sioux City Journal & Journal Tribune	63
W. R. C. Smith Publishing Co.	30
South Bend Tribune	127
Standard Outdoor Advertising Co., Inc.	108A
Standard Rate & Data Service	135
Stein Bros.	109
Strathmore Paper Co.	4
Successful Farming	23
Sweet's Catalog Service	98-99
Topflight Tape Co.	133
Troy Record Newspapers	77
True Story	75
United States Envelope Co.	115
U. S. News & World Report	113
Wall Street Journal	78-114-126
W H O (Des Moines)	14
W M C (Memphis)	55
Worcester Telegram Gazette	52
W S J S (Winston-Salem)	3
W S M (Nashville)	53
W T I C (Hartford)	143
Young & Rubicam, Inc.	29
Youngstown Vindicator	126

Sales Training or Management

20 years experience; record achievement all phases of sales; hiring training developing salesmen at retail, jobber & mfg. levels. Creative, customer-winning campaigns through mail, newspaper & point of sale. Taught public speaking. Wire or write Box 2673, Sales Management, 333 N. Michigan Ave., Chicago, Ill.

CAN YOU USE THE ROUNDED EXPERIENCE OF THIS MAN?

He's had over 20 years successful experience in all phases of ADVERTISING, SELLING and PUBLIC RELATIONS yet he's still in his early forties. He's sold both tangibles and intangibles, created both prize-winning and customer-winning ad campaigns, been vice-president of a major advertising agency and also served on the other side of the fence. Personable, good speaker, good citizen and family man. Salary range—\$18,000-\$25,000.

Box 2668, Sales Management,
386 4th Ave., New York, N.Y.

CREATIVE SALES TRAINER AVAILABLE.

GUARANTEES RESULTS!

YOUR salesmen can do
REAL Creative selling.
I TRAIN, AND WORK IN FIELD,
TO SHOW HOW.
Positively Reduces Sales Costs.
MY CREATIVE SELLING METHODS WILL
CUMULATE FOR SALES INCREASES
FOR YEARS.
Let's talk it over! Tell me your situation,
send product literature, number of men—
Confidential. References gladly given.

Address Box 2664,
Sales Management
386 Fourth Ave., New York 16

ATTENTION SALES MANAGER

If you are an overloaded sales manager of a medium sized New England Manufacturer, here's a man who can successfully shoulder for you the details of advertising, sales promotion and sales records; also assist in the effective training of distributor's salesmen. Over 25 years experience with nationally known company selling through industrial distributors. Address Box-2670, Sales Management, 386 4th Ave., New York, N. Y.

SALES MANAGER

Experienced in
Manpower building-Creative selling
38, Employed, \$15-20,000 caliber.
For resume
Box 2651, Sales Management.

DIVISIONAL SALES MANAGER

50 year old company located in Eastern Pennsylvania is looking for a Divisional Sales Manager, preferably with experience in the stationary field. We prefer a man in the 30-40 age group who has had at least 3-5 years of actual sales management experience. Salary and bonus. Please send detailed resume in reply. Replies will be held in strict confidence. Box 2669, Sales Management, 386 4th Ave., New York, N. Y.

COMMENT

PHONY CLAIMS IN ADVERTISING

It's the minority that abuses public confidence in advertising by resorting to misleading claims in order to sell merchandise. Too often responsibility for stopping these practices is left in the hands of the Better Business Bureau and the Federal Trade Commission. More industry people should share the job of preserving the faith of the public in truth in advertising. This is why we'd like to salute the Smoking Pipe Industry Advisory Committee.

The pipe industry is concerned about false and misleading claims used in advertising pipes. The Committee, which represents an estimated 90% of the industry's production, has sent a letter to all leading newspapers in the country, stating:

"One of the objectives of the Committee is to bring about the elimination of certain advertising practices in connection with the retailing of pipes which border on misrepresentation or, in some cases, appear to be actually fraudulent. Usually, when a pipe is offered at a price which represents a huge saving to the consumer it has no more intrinsic worth than the low price at which it is advertised.

"The American press deserves the utmost credit for the diligence it exercises to assure the accuracy of its advertising contents. In keeping with this commendable policy, we request that you examine and pre-check pipe advertising copy before publication, to ascertain whether or not it contains statements that might be construed as misrepresentation."

If voluntary cooperation doesn't end the abuses, there can be no complaint about BBB exposure or FTC cease and desist orders.

HOW CAN NSE BE MADE EVEN MORE HELPFUL?

National Sales Executives, Inc., has emerged from adolescence and has now developed into a full-fledged professional organization. Its membership is steadily increasing. Its services are widening. Like a growing business, it may need to begin to consider some possible changes in its basic setup and in its operating methods, to meet some of the problems arising out of its expansion.

Out of many talks the SM editors have had with NSE members emerge two ideas which may be worthy of more detailed discussion. One question: Does NSE need a Senior Management Council? The association has been fortunate in having the advice and support of a group of top management men who have contributed immeasurably to its development, but not nearly enough presidents and general managers and other top-level men are active in it.

If NSE were to organize a Senior Management Council where the top management men could have their own group meetings and could concentrate on many issues that arise on the policy level of business, wouldn't we encourage participation of many executives who do not now

attend regional and annual meetings because so much of the program subject matter deals with operating problems?

The second question that has been raised rather frequently in lunch-table and curb-stone discussions about ways to make NSE services more useful to members is this: Should we begin to experiment with more special-group meetings at the regional conventions and possibly at the annual convention?

Each program chairman and his committee is confronted with the necessity for selecting subject matter which has the greatest "horizontal" appeal to men who come from all types of industry, who distribute through widely different distribution channels. The committee must seek "great common denominator" topics. Since at least three-quarters of the time of the average sales executive who attends these gatherings (if we can visualize such an average man) is spent on policies and problems that arise out of managing the sales force, those responsible for program planning inevitably wind up with fairly broad approaches to such subjects as hiring and training, compensation, stimulation, and control.

This is probably a sound policy. Heavy attendance at meetings proves that members are getting the worth of their time and money. But there seems to be a loose end. What about the sales manager in the small or medium-size company, or the branch manager who has 10 or 12 men—what about the special needs of these men who must be jacks-of-all-trades and do some personal selling besides?

These men are numerous. They need specific help more, perhaps, than other members who have a home office and a home office staff to work with them. Suppose at least half a day of each two- or three-day meeting were devoted to panel meetings on bread-and-butter sales problems? We know many a sales manager who would go back to his desk feeling that NSE had helped to lighten his personal load because, instead of a headful of generalities and a whiff of inspiration, he had 12 good ideas for editing a weekly sales bulletin . . . or six sound plans for bang-up sales meetings . . . or a practical assortment of incentive ideas built around honor awards for salesmen. Such subjects could be selected for smaller group meetings which might attract 35 or 40 men. If such sessions were held under capable leadership, the notebooks could be filled within the hour, and participants would derive a kind of value that it just isn't possible to deliver under the all-general-sessions program setup.

The NSE has already moved, to some extent, in the direction of both these suggestions: The regional meetings have been leaning more heavily on the sharp-angled type of subject matter which seems to be so much in demand among sales managers of medium-size and smaller companies. And top management men from outside the active ranks of NSE membership are being called in for consultation at the periodic board meetings. The question seems to be whether these presently operative plans reach deeply enough into the hearts of the two problems raised by some of the membership.

Would any of SM's readers like to set the ball rolling on some further discussion?

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